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ABSTRACT

This series of reports reviews how California colleges are coping with a difficult economy. The reports, produced in January, March, April, May, June, September, and November of 1993, review the impact of budgetary shortfalls on 107 California Community Colleges (CCC), 20 California State Universities (CSU), 8 University of California (UC) campuses, and 63 private colleges. An overview of the budgetary impact on each system is provided, plus specific actions taken by campuses. Highlights of the report include: (1) CSU trustees approved a tuition hike of $150 per semester unit for full-time students seeking a second degree; (2) since 1990, more than 3,000 faculty positions have been eliminated at CSU, and enrollment has dropped 6%; (3) UC student fees have increased from $1,800 in 1990 to $3,600 in 1993; (4) 10% of the UC classified and teaching staffs have been thinned by early retirements; (5) the number of California students attending out-of-state schools is increasing; (6) a 36% fee increase was approved in March by CSU trustees, and graduate students will face a 64% increase; (7) CSU canceled 6,500 courses since 1991, while enrollment dropped by 22,000 students over that period; (8) the UC regents voted to boost annual undergraduate fees to a record $4,039; (9) UC faculty and staff salaries have been cut 5%: and (10) in 4 years the number of white freshmen enrolling in CSU has been cut in half. (KP)

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# How Colleges are Coping
## Numbers 7-13
## January-November 1993

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**Pleasanton, California**

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# How Colleges Are Coping

By Kim Huggett

Chabot-Las Positas Community College District --
January, 1993 / Report VII

- **Antelope Valley College** - Cuts in the $21.5 million budget amount to $607,484 and include $53,000 worth of supplies, $30,000 in part-time hourly counseling services and $40,000 from the elimination of 20 course sections. Another $55,000 was saved by not mailing registration packets to about 10,000 students and the college saved $22,700 by removing night classes from the local high school and holding them on the college campus.

- **Cabrillo College**- Has begun a preliminary voter survey and formed a campus committee to consider a facilities bond to help implement a $15 million master plan. Facilities expansion, remodeling and maintenance may be part of the bond issue. The college's $26.6 million budget will overshoot expected income by $665,000, which will be made up with money set aside two years ago in anticipation of declining state funds. It is the second year in a row that Cabrillo has used reserve funds to make up a deficit. All departments were asked to trim 3% from their budgets to create a reserve fund which can be used next year. Most of the $650,000 savings is coming from leaving vacant positions unfilled and by cutting supply budgets, assistants' hours and course sections.

- **College of the Canyons** - The college has a 6 percent reserve fund in its $20.4 million budget, but officials said increasing operating costs could cut that amount drastically and force the insitution into its third straight year of deficit spending.

- **Cerritos College** - The $49 million budget uses $1.5 million from the $4.2 million in reserves. There are no funds for new equipment, supplies or repairs. Sixteen vacant support staff positions will go unfilled and three fulltime foundation staff members have been laid off.

- **Chabot College** - The college has made major cuts in supply budgets. The number of dramatic productions has been reduced, library hours cut, most student assistant positions eliminated and a virtual hiring freeze has been instituted. No layoffs of fulltime staff.

- **Citrus College** - This fall, the college served a record 12,353 students, a 5% increase since last autumn and a 22% jump in five years. State funding increased this year by $274,095, but the college needs up to $800,000 more to cover increases for ongoing expenses such as insurance and utilities. Two retiring administrators were not replaced and $493,000 was cut from the non-credit budget.

- **City College of San Francisco** - A quarter-cent sales tax has contributed $5 million to this year's budget, keeping it level with last year's and heading off faculty layoffs and course sections cuts. The tax sunsets in two years. Headcount has increased from 85,000 to 90,000, much of that believed to be the impact of students turned away from Bay Area universities.

• **Cuesta College** - The $22.6 million budget,represents a $1.5 million cut. Last year, 96 course sections - 3,000 seats - were cut.

• **Cypress College** - In a cost-saving effort, the North Orange County CCD chancellor has assumed the leadership role at the college after the former president resigned during the summer to go to another college.

• **El Camino CCD** - The $57.1 million budget is up $2 million, relecting a $5.5 million ending balance from 1991-92. The ending balance was due primarily to a reduction in spending during the last quarter and a decison not to replace personnel without a needs study.

• Fullerton College - Three academic divisions have been merged and their deans assigned to classroom duties. Two hundred course sections were cut last year.

• **Gavilan College** - The $12.5 million budget, sets aside $355,000 to offset state predictions of budget increases that college officials believe are not accurate. Besides the $335,000 "apportionment reserve," the trustees put its general budget reserve account at the mininmum 3%. With operating expenses averaging $1 million a month, trustees acknowledge the $361,000 in reserves would not last long in a true emergency.

• **Glendale Community College** - Budget cuts have forced the college to cut 50 fall semester course sections, with another 50 scheduled to be cut in the spring semester.

• **Las Positas College** - Reductions have been made in the budgets for supplies, conferences, travel and library book purchases. The budget for part-time hourly counselors and student assistants has been cut and registration will no longer be offered at three off-campus sites. Virtually all non-credit classes have been cut or converted to fee-based operations.

• **Long Beach City College** - A "golden handshake" retirement plan was accepted by 36 faculty members, whose positions will not be filled at least until next fall, when an evaluation is completed.. $2.3 million was cut from this year's budget. Student health fees and transcript fees were increased and cuts were made in the budget for hourly employees. Administrators are being sent copies of department phone bills to review.

• **Los Angeles CCD** - The chancellor has announced that the cost of health care benefits for LACCD retirees will soon be greater than the cost of health care benefits for the current work force. He says the district will have to "rework the package" to reduce those costs. He also estimates the district needs $500 million in infrastructure work.

- **Los Rios CCD** - The district got 1,500 responses from a survey of bachelor's degree holders. One-third reported annual household incomes of less than $25,000 and one-half said they would not be able to continue their education this fall, primarily because of increased fees.

- **Moorpark College** - The $20.3 million budget represents a $1 million decrease from last year, with cuts in support services, programs at off-campus sites and maintenance. Five vacant positions in the records and counseling offices will not be filled. No major maintenance work will be done this year.

- **Rancho Santiago College** - The district has cut its budget by $7.2 million, to $66.7 million, this year. Weekend classes will be eliminated beginning in the spring semester. Classes now have an average of 46 students.

- **Saddleback CCD** - Trustees have imposed a faculty salary freeze and reduced course offerings. At $56,100, faculty members receive the highest average salary of all community college instructors in the state. Course offerings have decreased to 1,600, from a high of 2,000 in 1985.

- **San Diego Mesa College** - The college cut $1.6 million from its $28 million budget. The college adopted committee recommendations to eliminate two vacant deanships, freeze 11 vacant full-time faculty positions, drop 150 fall course sections, cut summer school in half and reduce the honors program.

- **San Joaquin Delta College** - The college made budget cuts of 9% this year and has concluded that if similar cuts have to be made next year there will be layoffs of fulltime employees.

- **Santa Monica College** - District residents passed a $23 million bond measure with 65 votes to spare, enabling expansion of the library and modernization of science laboratories. The measure amounts to about $15 per $100,000 of assessed valuation, costing the average homeowner $30 a year and renters $12 annually.

- **College of the Siskiyous** - Added to a hiring freeze has been a financial freeze, with the accounting office announcing last November that it would not issue any more purchase orders until February. The college has stopped bulk mailing its class schedules, cutting the amount printed from 30,000 to 10,000. The $8.9 million budget was reduced $489,000 and the board is considering further cuts in classified staff, electricity usage and supplies.

- **Southwestern College** - With total expenditures expected to run over $39.7 million and revenues at $36.9 million, Southwestern will have to dig $2.8 million into its $4.8 million reserve fund to make up the difference. Included in the expenditures are $31.6 million for total employee costs, 79.8% of all expenses; $1.2 million for supplies; $5.4 million for operating costs; $1 million in capital outlay; and $282,200 for transfer, debt service and reserves.

- **Ventura County CCD** - Student health centers at the district's three colleges will lose a combined $150,000 this year and an increase of the health fee from $7.50 to $10 is being considered. Moorpark's health center has a $246,000 operating budget this fiscal year. Oxnard has a $193,000 budget and Ventura has a $212,000 budget.

- **Victor Valley College** - 1,200 fall applicants couldn't get any of the classes they sought because of cuts in course sections and increased demand. Science courses were full, with long waiting lists. A lottery was conducted among more than 300 applicants for 125 places in the nursing program. About $1.9 million of the $17.3 million budget comes from reserves.

- **Yuba College** - The college's financial office estimates that the current year's $61 million budget will end up $88,265 short and next year's budget will have a deficit of $992,000. Students will now be charged $10 for processing refunds.

## California State University

Throughout the 20-campus system, enrollment is down by 20,000 students from last year. The sytem is enrolling 40,000 students fewer than it should be, based on projections of qualified high school graduates by the state Department of Finance.

Since 1990, the 350,000-student system has cancelled 6,500 classes and laid off thousands of faculty and classified staff. It also has purchased 22,000 fewer library books and now has an all-time high deferred maintenance tally of $235 million.

Further increases in student fees - which have risen 68% in two years - have not been ruled out.

- **CSU, Chico** - The College of Education has been merged into the College of Communication and Education, which now also includes the departments of Physical Education, Education, and Recreation and Parks Managment. The industrial arts and home economics departments are being phased out and there have been consolidations in computer engineering and computer science. A student election raised fees to support athletics. The 40% increase in fees enabled the college to rehire faculty and add more than 200 class sections.

- **Fresno State** - An ad hoc committee will help in a new round of budget cuts, following completion of an academic review program. The committee includes school deans, department chairs and faculty, the Academic Senate, a 17-member committee and the provost for academic affairs. Final decisons rest with the college president. The review plan comes on the heeels of this year's $8 million budget cut and 120 employee layoffs. Enrollment fell nearly 5% (to 18,902) this fall, but it was expected after an $8 million budget cut, 125 layoffs and hundreds of cancelled classes. Tightened admission deadlines acted to reduce the number of freshmen and transfer students. The admissions office believes many potential students opted for area community colleges.

- **CSU, Fullerton** - The campus endured a $24 million budget cut this year. Students face overcrowded classrooms, increased fees and longer attendance before graduation. Fifty-three faculty members took "golden handshakes" this fall.

- **Sacramento State** - Total enrollment has dropped to the equivalent of 18,600 full-time students this fall, 1,000 fewer than two years ago. Normally, lower division students make up 25% of those enrolled, but this semester freshmen and sophomores account for about 16%. Residence halls with a capacity of 1,200, which have been 99% full for the past decade, are now at 66% of capacity.

- **San Diego State** - Campus dormitories are one-third vacant. The president has withdrawn a plan to eliminate nine of 60 academic departments, but $10 million in cuts must still be made. Committees have recommended using retirements, consolidation of academic programs and other methods to minimize layoffs of tenured faculty.

## The University of California

UC officials have acknowledged the possibility that student fees for the 1993-94 academic year could rise by $500 or even $1,000 above the current $3,036.

A final decision will be made by the Board of Regents in January, when UC learns if it will get its request for a "bare bones" $104 million, 5.5% increase in support. If even a minimum fee increase of $300 is approved, student fees in the nine-campus system will climb a total of $1,700 in five years - a cumulative increase of more than 100%.

UC is also expected to take an unprecedented step and approve increased fees for graduate professional students in medicine, veterinary medicine, law and business on the theory that those students will enter high-paying jobs upon graduation.

Students who already hold a bachelor's degree could be charged $6,000 or more if they want to get a second such degree at a UC campus.

The estimated $50 million raised from new fees will help pay to maintan UC's ratio of one professor for every 17 students. The money will also be used to pay off a $70 million loan UC expects to take out this spring to help meet its current budget.

UC also expects to spend $64 million in 1993-94 for faculty and staff merit raises and cost-of-living salary increases.

- **UC San Diego** - This year, the university will receive about $12 million less from the state than in 1991-92, a 5% drop. Cuts have been made in long-distance calls, traveling, equipment and mailing packages overnight. Faculty members who retire will not be replaced, student workers are being laid off and visiting professorships denied. The cuts come after last year's decision to eliminate 175 staff positions and cut library hours.

# How Colleges Are Coping

By Kim Huggett

Chabot-Las Positas Community College District
March, 1993 / Report VIII

- **College of Alameda** - At one point during the fall quarter, 1,500 students were on waiting lists for classes. About half eventually were accommodated, but there were still more than 700 who were unable to get any courses they needed.

- **Allan Hancock College** - The college foundation will be restructured, beginning with the hiring of a full-time executive director to lead fundraising efforts. The director will be paid through the foundation, using no state funds.

- **American River College** - Eliminated the Saturday program.

- **Cabrillo College** - A planning committee is looking into the possibility of bringing a bond issue to the ballot in 1994. This year's $30 million budget was balanced with one-time funds, which will not be available next year. All divisions have developed budget alternatives cutting both 3% and 5%. The unpaid board of trustees voted 5-2 to reject a proposed salary and benefits backage which would have cost the district $60,000 a year. Headcount dropped 12.6% in the spring semester, compared to the previous spring.

- **Chabot College** - The winter quarter student play was cancelled. The autumn and summer class schedules will be merged. Some winter and spring quarter course sections have been cancelled and the summer session has been cut back. Computer support supplies have been cut. Increased fees resulted in the loss of about half of the college's students who hold bachelor's degrees.

- **College of the Canyons** - The number of students with bachelor's degrees declined by nearly 60% in the spring semester, dropping to 193. The assistant superintendent has warned that course cuts and layoffs of part-time faculty may be necessary this fall. Enrollment increased 3.6% in the spring semester, compared with the previous spring, but there has been a 50% drop in the number of students who hold bachelor's degrees.

- **Coast College CCD**- All administrators have been asked to teach at least one class next year.

- **Cuesta College** - Under the govenor's 1993-94 budget proposal, college administrators estimate cuts of up to $2.5 million. They predict the layoff of at least 45 full-time instructors or 660 courses taught by part-timers.

- **Delta College** - The president has announced that the college must cut $3.5 million from its $48 million budget if the govenor's budget proposal is adopted. The college could eliminate 30 to 70 of its 400 part-time instructors, and some of the 50 administrators or 250 classified employees. Eliminating 1,800 students and the faculty to teach them can save more than $1 million, according to the business manager.

- **Diablo Valley College** - DVC is facing a $1 million shortfall this year. With 85% of expenditures in personnel and four months left in the fiscal year, cuts will be made in supplies and hourly support staff. Position replacement will be frozen and there will be further cuts in instructional supplies and tutoring services. The district office estimates that fixed costs such as utilities and contracts will need 3% more in next year's budget. Headcount fell 4% in the spring semester to 21,100 students, compared with the spring of 1992 (when the student population jumped by 7% over the spring of 1991). The number of students with bachelor's degrees fell by half.

- **Foothill-DeAnza CCD** - A proposal to consolidate four sports, offered at both Foothill and DeAnza colleges is being considered. If approved as expected, women's softball and men's volleyball will be offered only at Foothill and water polo and women's tennis will be offered only at DeAnza. The changes, to begin in the 1993-94 seasons, will save each college $30,000. The reassignment of faculty will give full-time coaches precedence over part-timers.

- **Gavilan College** - Gavilan will stop mass circulation of its schedule of classes this fall. Thirteen faculty members who are also paid a stipend of about $3,000 a year as academic advisers - at an annual cost of $41,000 - will have their counseling assignments end in June.

- **Glendale College** - The governor's proposal means a budget cut of $500,000 in 1993-94, on top of $300,000 which was cut this year.

- **Hartnell College** - Student enrollment fell 11%, compared with last spring, including a 50% decline in the number of students with bachelor's degrees.

- **Irvine Valley College** - Enrollment in business classes has dropped 20 %, much of that due to increased fees for students with BA degrees. The college has imposed a virtual hiring freeze.

- **Lake Tahoe Community College** - Higher fees and severe weather are blamed for a 31% drop in winter-quarter enrollment, to 1,936 students. Increased fees for bachelor's degree holders were cited as a reason for small enrollments in some computer science, foreign language and physical education classes.

- **Las Positas College** - Mid-year budget decisions include not filling vacant positions and cutting supplies and operating expenses. The summer session's College for Kids has been cancelled. The fall and summer class schedule booklets will be merged.

- **Lassen College** - Administrators said future budget cuts may be made among part-time faculty members.

- **Los Angeles CCD** - The district expects to save $12 million in occupancy costs as part of a $50 million deal to move its administrative offices. A 100,000 square-foot building will combine district operations now held in a downtown office and another outside the city center. Concessions include two years' free rent, free parking and $3.7 million in interior improvements and furnishings. The rental rate escalates gradually from $12 per square foot to about $25 over the 20-year term.

- **Los Angeles Pierce College** - Spring semester headcount dropped 10%, including a 30% drop in the number of new students. Nearly $2.8 million has been targeted for cuts in a proposed 1993-94 budget that spends about 90 percent of its funding on salaries. The governor's proposed budget would leave Pierce with a budget of about $21.5 million, which is what the college is paying for personnel this year. The college is considering options which include leasing vacant farmland on a corner of the campus. The college has cancelled its summer session.

- **College of Marin** - The college has cancelled classes with enrollments of fewer than 20 students. Spring semester enrollment fell 8% and courses were cut in business, computers, English, history, math, physical education and Spanish.

- **Modesto Junior College** - MJC hopes to save $100,000 by moving staff to a four-day, 10-hour-a-day work week this summer. Staff members are studying the possibility of offering summer classes in just two campus buildings. MJC has also stopped using overnight mail.

- **Moorpark College** - The college hopes to save $4,000 a semester in paper, postage and staff time by no longer mailing out grades. The college will also cut its summer session by 15%. Fifteen percent of summer session courses have been cut.

- **Mount San Antonio College** - A preliminary budget report predicts the college could face a deficit of up to $11 million if the governor's budget proposal is enacted. The board of trustee's newsletter cites projections which, "estimate that Mt. SAC could suffer a $4.7 million deficit this year and a defict of between $6.4 million and $10 million, with bankruptcy possibly, in 1994-95 if no intervening action is taken." Budget-cutting proposals include the reduction of staff positions through attrition, reduction of unfunded students, rejection of capital projects which would also require district funds and elimination of programs through restructuring. There is already a virtual hiring freeze.

- **Napa Valley College** - The college experienced an 18% decrease in the number of evening students, attributed to losses of bachelor's degree holders. Total student headcount fell 6.7%, compared with last spring.

- **Orange Coast College** - Spring semester headcount is down 10%, compared with this period last year, including a 44% drop (1,093) in students holding bachelor's degrees. The remaining students are taking more classes. Course sections were cut 6.5% and class enrollments are down 8%. There were 15,000 students on computer waiting lists for classes, with 1,000 unsuccessful in getting any. Budget cuts forced a decrease of 6.5% in the number of course offerings for the spring semester, when headcount dropped 8% and the number of bachelor's degree-holders fell by 1,200.

- **Oxnard College** - The college foundation has launched a drive to increase membership and attract additional funding.

- **Peralta CCD** - The chancellor said the governor's proposed budget will mean a $6 million deficit to Peralta next year. Selling Laney College athletic fields to Kaiser Permanente and moving sports teams to Merritt or Alameda colleges could bring $24 million and generate joint-use facilities.

- **Porterville College** - The financial aid director estimates that up to one-third of the student population may not be able to afford fee increases proposed by the governor for implementation next fall.

- **Rancho Santiago College** - Administrators have been invited to take a 4% pay cut and accept 10 additional vacation days or expect to be recipients of March 15 notices. The chancellor has predicted spending cuts next year will be about $6 million. Summer session courses will be cut back and fall weekend courses eliminated. The district cut $7.1 million from its last budget, reducing it to $66.7 million. The number of new students has dropped 41.6%, compared with this time last year. Fee increases and elimination of course sections led to a 13.4% enrollment decline in the spring semester, with the largest decreases among part-time and new students. The number of course sections had been cut 15%. The district faces $2.9 million in budget cuts next year. Summer courses may be cut 25% to save $200,000 in salary costs. Raises have cost the district $4 million in the past two years.

- **Saddleback CCD** - With the district facing a possible $1.5 million loss of state funding next year, the chancellor has called for a hiring and spending freeze and the initiation of an early-retirement plan. The hiring freeze began Feb. 1 for all positions, except those involving special circumstances, such as the search for a new president at Saddleback College. There is a freeze on spending, including supplies, services and capital costs.

- **City College of San Francisco** - The district is trying to persuade the Board of Supervisors to call a special spring election to extend one of two sales taxes which sunset June 20. It would like to see an election in April or May and success requires the support of two-thirds of those voting. A quarter-cent tax was approved by SF voters in 1991 and has yielded $16 million for schools and $8 million for CCSF. The other is the half-cent sales tax imposed during last year's budget crisis. The projected budget deficit for 1993-94 is from $6 to $12 million.

- **San Bernardino CCD** - Administration and staff have agreed to 10% budget cuts without layoffs next year - if the governor's budget proposal is adopted - including decreases for supplies and course cuts. The tentative agreement calls for across-the-board salary cuts for any budget decrease beyond 10%.

- **San Bernardino Valley College** - Expenditures have been frozen in all areas except for emergency repairs, contracted obligations and essential classroom supplies. With a $600,000 contractural obligation to employees and a $400,000 increase in benefits, the college is facing a loss of $6 million in 1993-94 under the governor's proposed budget.

- **San Joaquin Delta College** - The president has announced a $3.7 million cut in this year's $48 million budget and acknowledged that layoffs are possible before July. Employee reductions could mean a loss of about 1,800 students from the student population. There is a freeze on building projects, except those supported through categorical funds.

- **San Mateo County CCD** - The district had an 18% decrease in headcount and a 6% drop in full-time equivalent students, comparing this spring semester with the same period in 1992. Of the 6,000 students lost, 2,000 held bachelor's degrees. Budget contingency plans for 1992-93 have been implemented at the -4% level. Parcels of district land, including 184 acres near the coast and 30 acres in San Bruno previously proposed for residential development, will be evaluated for their monetary worth to the district.

- **Santa Rosa Junior College** - SRJC experienced a 4.5% enrollment drop, compared with last spring semester, with nearly all of the loss attributed to bachelor's degree holders. An increase in full-time students is attributed to the diversion of students from universities.

- **College of the Sequoias** - The governor's budget proposal would mean a $1.4 million budget cut for Sequoias. Instructional services is projected to take most of the decrease, $823,717. Proposed cuts include sabbaticals ($49,000), athletics ($37,000) and the journalism program ($41,063). Two faculty members will be reassigned from management and support posisitions to teaching for a $104,000 savings. The college could save $200,000 with early faculty retirements induced by a "golden handshake."

- **Sierra College** - Sierra lost 809 students with bachelor's degrees between the fall to spring semesters (from 1,300 to 491).

- **Southwestern College** - Picked up 1,000 more students as the result of cuts at San Diego State University. The number of bachelor's degree holders dropped from 900 to 400 this spring.

- **Ventura CCD** - 400 course sections will be cut from the 7,000 the district's three colleges (Moorpark, Ventura, Oxnard) had planned to offer next fall. The savings are estimated from $800,000 to $1.5 million. Negotiations have opened on 1993-96 classified employee contract, while the district has declared an impasse on faculty contract negotiations for 1991-92 and 1992-93. Teachers received their last cost of living raise in the 1990-91 contract. More restrictions will be placed on paid leaves, which instructors can acquire by accumulating comp time. Health benefits for incoming employees will not be as extensive as those offered current staff. Next to the San Francisco CCD, Ventura CCD has the lowest budget reserve in the state.

- **Yosemite CCD** - The chancellor estimates that under the governor's budget proposal, Yosemite could suffer a cut of between $2 million and $5 million from its $52 million budget, depending on whether the state's half-cent sales tax is discontinued. Property tax shortfalls could cost the district another $800,000 from this year's budget. $500,000 was cut from this year's budget and 100 course sections eliminated. The district is also exploring early retirement options for faculty at Columbia College and Modesto Junior College. Of the 250 full-time faculty, 144 are 55 or older.

- **Yuba College** - There was a 9% drop in headcount in the spring semester, 60% attributed to an increase in fees for BA holders. Student housing fees may be increased. District-faculty negotiations began in March, influenced by $3 million in 1993-94 budget cuts readied in case the governor's proposed budget is adopted. One consideration for cuts is altering the district's health plan for classified staff.

## State Chancellor's Office

The governor's proposed 1993-94 budget calls for a 15% cut in funding, more than $1.5 million. If approved, the agency's budget will have fallen from $16 million four years ago to $8.7 million. Personnel reductions will be made through a combination of attrition, transferring costs, redirection, voluntary reductions to part-time status and, if necessary, layoffs.

Part of the transferring of costs involves a proposal to convert project specific allocations for deferred maintenance to a block grant and reassigning the staff to the capital outlay process. These staff would then be eligible to be funded from bond funds.

# California State University

## Budget Proposal

The governor proposes a $1.43 billion cut for the CSU's 20 campuses, a 7% decrease. He would support student fee increases to make up for some of the cuts.

## Enrollment Situation

Total enrollment across the 20-campus system now exceeds 347,000 students, a 6% drop from more than 369,000 in 1990. Enrollment has dropped 22,000 in the past two years. Officials blame fewer course offerings and an early shut-off of admissions at some campuses because of the budget cuts.

## Budget Cuts

Since 1990, more than 3,000 full-and part-time faculty positions have been eliminated in addition to hundreds of class sections. Tenured faculty could face layoffs next year.

## Tuition Hike for Second Degree

CSU trustees have approved a tuition hike for full-time students seeking a second degree. They will have to pay $150 per semester unit, with a cap of $4,500 a year, plus the regular CSU fee of $1,308.

The policy will hurt programs such as nursing, ESL and other teaching credential programs, which often require second degrees.

The increase is the low end of the range provided by state legislators who approved the plan along with a 40% fee increase last year. Legislators limited the new fee so it would not exceed the cost of out-of-state tuition, which is about $6,000. The plan is expected to generate an additional $7.5 million.

In March, the trustees will discuss imposing fees on other students. Student fees were increased 40% last year and have jumped 68% in two years.

## How CSU's Are Coping

- **CSU, Chico** - Enrollment has dropped by 8.8% since the fall of 1990.

- **CSU, Northridge** - The spring semester opened with 350 fewer courses than offered last spring, a reduction of 6%. Budget cuts forced the cancellation of more than 800 classes in the fall semester. Further class cuts and layoffs are being considered for 1993-94.

- **CSU Sacramento** - Private contributions to CSUS totaled $4 million during the 1991-92 term, a 29% decline from the previous year.

- **Cal Poly, San Luis Obispo** - The university has 174 fewer faculty, 126 fewer classified staff and 1,400 fewer students than it had in 1990. In an effort to improve its financial position, the university is exploring two joint ventures with the community, a research park and a conference center. The university is preparing to lose from 700 to 1,000 students next fall.

- **San Diego State** - This quarter, SDSU recorded its lowest enrollment in 21 years. Committees have recommended using retirements, consolidation of academic programs and other methods to minimize layoffs of tenured faculty.

- **San Francisco State** - The number of course offerings has dropped from 8,110 in 1989 to 6,600 this year. Enrollment has dropped 10% since the fall of 1990, to 26,531.

- **San Jose State** - Every college on the 28,000-student campus is relying on volunteers to teach at least one of its courses. Retired professors and professionals from outside the university are teaching 29 courses for free. An undetermined number of the university's 1,563 paid faculty are teaching an extra course or doubling their class enrollment for no extra pay. Eighty-six faculty members took the "golden handshake" last June. In the spring semester, SJS laid off 90 instructors, reduced course offerings by 200 classes and trimmed enrollment by 3,500 students. In the fall, it cut 300 course sections and laid off faculty and support staff.

- **Sonoma State** - Severe cuts in the intercollegiate athletic program and library budget are being considered.

- **CSU Stanislaus** - The campus is considering elimination of its four-week winter quarter, where enrollment was up 2% to 3,078 this year.

## The University of California

### Layoffs Appear Inevitable

UC President Jack Peltason, has told the Board of Regents that the governor's proposed $134 million cut for the system would cause faculty layoffs, enrollment reductions, salary cuts and student fee increases of up to $1,000.

The governor has proposed spending $1.7 billion on the UC system, a cut of 7.3%. If approved, it would mark the third straight year of funding cuts.

UC had requested a $105 million increase to cover inflationary costs and enrollment increases, and to give employees the same 5% pay increase state workers are scheduled to receive. Instead, UC professors and staff may be asked to absorb a 5% pay cut, under one proposal.

Annual student fees have increased from about $1,800 three years ago to $3,600 this year.

Officials estimate that of the 160,000 UC students, the state is not providing its per-student funding to educate 12,000.

### Early Retirement

Early retirements have thinned the UC classified and teaching staffs by 10 percent over 18 months. They were designed to save the system about $200 million in salaries. One thousand jobs must be cut next year.

### Privatization

Governor Wilson has proposed that one or more of UC's law schools be "privatized." The regents are supposed to study the proposal and report back Oct. 1. The UC law schools are at Berkeley, UCLA, Davis and Hastings College of the Law in San Francisco.

Hastings receives $18.6 million in state support and collects $4.1 million in fees.

The schools have about 3,500 total students and California residents pay about $4,000 a year in fees, one-fourth the cost of some private law schools.

### How UC Campuses Are Coping

- **UC Berkeley** - The advising arm of the admissions office will reduce hours of operation and cut staff (from six to three), recruiting trips and foreign student advising.

- **UC Davis** - The winter quarter began with 67 fewer professors who took advantage of early retirement incentives. This year, 189 professors retired.

- **UC Santa Cruz** - More than 100 employees are expected to be laid off by fall and course offerings will be cut as the university enacts a 10% cut in its $164 million budget. Faculty will teach more courses to make up for the loss of part-time faculty, most of whom are being phased out. The campus employs 3,220 full-time staff and faculty.

## Private Universities

Enrollment at California's state universities has increased 8% this year.

- **University of the Pacific** - Enrollment at the 4,000-student campus has increased by 20%, about 300 students. Officials say an attraction is UOP's guarantee that students will graduate in four years if they meet all course requirements. Staff members have received their first pay raise in two years, an increase of about 5%.

- **University of San Francisco** - The number of new students has risen 8% due to aggressive recruiting and the state's budget problems. Tuition is $12,000.

- **Stanford University** - Undergraduate tuition will increase 7.5% to $17,775 next fall. Room and board are to increase 3.5%, bringing the total cost of a year at Stanford to $24,300. The university has increased tuition 41% over the past five years. Stanford expects to spend $30 million on undergraduate financial aid next year.

## Out-of-State

- **University of Nevada, Las Vegas** - The number of Californians at this 20,000-student campus rose from 372 to 584 this year.

- **University of Nevada (Reno)** - Officials are having difficulty tracking students who were originally Californians because, after one year, students become Nevada residents and have their fees reduced from $6,000 a year to $1,600.

# How Colleges Are Coping

By Kim Huggett
Chabot-Las Positas Community College District
April 1993 / Report IX

**Allan Hancock College** - The college must cut $500,000 from this year's budget due to a 2.8% projected shortfall in state property tax collections, and a $2 million reduction is expected next year. Savings will come from unspent funds in student worker accounts, facility rentals, canceled classes due to low enrollments and lower-than-expected costs for the trustee elections. There has been a reduction in the district's contribution to PERS. There will be a savings on printing and postage by combining the credit and noncredit summer class schedules. The number of bachelor's degree holders dropped by half this semester, leading to a headcount decrease of 3%. An Advocacy Team has been developed to communicate information on the college's economic condition to business leaders and elected representatives. (Staff newsletter 3/23, staff interview)

**Barstow College** - The nursing program was canceled on a 4-1 vote of the board of trustees to save $140,089 annually. Trustees must cut more than $1 million from this year's and next year's budgets. (Desert Dispatch, 2/17)

**Cabrillo College** - Proposals to the budget advisory committee include 8% cuts in the president's office and business services units and a 5% cut in the instruction and student service divisions. The just-signed1992-93 contract for classified staff calls for no layoffs through December and no salary increase. (Staff newsletter, staff interview 4/1)

**Chabot College** - Four faculty members have been notified their positions will be eliminated as of June 30. An administrator at the district office has had his position eliminated. Three administrators will be reassigned to faculty positions. More than a dozen clerks and student assistants may be laid off. The college art gallery will no longer conduct shows by visiting artists. The Performing Arts Series, which brings in professional entertainers, has been tentatively canceled for next year. (Staff interview)

**Columbia College** - A college council has proposed the elimination of the summer session in order to avoid cuts in the fall schedule. The college had 788 summer students in up to 40 courses in 1992. (Modesto Bee 3/13)

**Contra Costa CCD** -- The district has eliminated 12 administrative positions - most of them classified - by giving golden handshakes to seven and reassigning five others. After cutting the district's $90 million budget by several million this year, the district expects to cut between

$4.8 and $9 million in 1993-94, depending on the state budget. Layoffs will be minimized, if possible, through attrition, reassignments and early retirements. Part-time faculty, who teach 40% of district classes, will be cut back. (Staff interview 3/15. Contra Costa Times 3/93)

**Cuesta College** - The college made $150,000 in budget cuts after the state's property tax shortfall was announced. Spending and hiring freezes are in place. Summer session will be held to last year's level of 65 course sections. (Staff interview)

**DeAnza College** - The college's goal is to cut $3 million from its 1993-94 budget. The student newspaper and laboratory assistants are among the budget items in jeopardy. Winter quarter enrollment was down 7%, with a major loss of bachelor's degree holders. To help attract students, the college has added 70 sections in English, math, ESL and general education. A student recruitment committee has been formed. (Staff interviews 3/15, 3/19, staff newsletter)

**College of the Desert** - A hiring and spending freeze has been implemented, as enrollment dropped 4.5% this spring. Thirty course sections were added for the summer session, but college staff will work four 10-hour days a week from June through August. (Staff interview 3/31)

**East Los Angeles College** - The college has decided to reduce the number of summer session classes. (LA Daily News 2/25)

**Foothill-DeAnza CCD** - So far, in the 1993-94 budget, DeAnza must cut $3 million, Foothill must cut $2 million, and the district office must cut $1 million. Trustees have begun a process which could result in elimination of seven vacant faculty positions and have reduced funding for about 20 teachers involved in counseling, library services, student activities, dental services and some outreach services. A $450,000 savings is the target. A $2 fee for registration by telephone has been instituted. The district has 1,645 full-time and part-time faculty and a budget of $110 million. It could face cuts of up to $11 million next year. (Staff interview 3/15, Peninsula Times Tribune 3/11)

**Gavilan College** - Headcount this spring has dropped 14% less than the previous spring. To boost registrations, Gavilan will offer a series of three-week courses in June, many catering to students under an "open enrollment" policy. Faculty maybe offering more group tutoring. Nineteen administrators, managers and administrative secretaries received notices before March 15 that their job duties may change by June 30. No terminations are intended, but an administrative reorganization is planned. (Gilroy Dispatch 2/11, 3/3)

**Glendale College** - The summer session will be self-supporting, with faculty members taking a 20% pay reduction and students paying $33 a unit. The effect will be to save $750,000 in the 1993-94 budget. Proposed fee increases approved by the student body, will generate $180,000. They include adding $1 to mail home grades, an increase in the transcript fee from $2 to $5, and an increase in the "immediate service fee" from $5 to $8. Students will also pay a $10 processing fee if they cancel all of their classes and will pay up to $50 a unit for classes added after the fourth week of the session. The summer health fee will be increased from $5 to $7. (Glendale News Press 3/5, 3/10, staff interview 4/1)

**Grossmont-Cuyamaca CCD** - The chancellor is proposing adjusting the salaries of some administrative and supervisory staff to be consistent with an office reorganization. The board of trustees' secretary position has been renamed to that of "board office coordinator," with a salary decrease which will save up to $8,232 annually. The trustees have cut duplication costs by reducing the number of "comprehensive" board agenda packets from 64 to 23. (El Cajon Daily Californian 3/1, district news release 3/19)

**Irvine Valley College** - In January, IVC began a freeze on hiring and expenditures. The college has increased its summer session 2% by "borrowing" courses from the fall semester. (Staff interview 3/18)

**Las Positas College** - An undetermined number of clerks and student assistants may be laid off and the college may stop using a local high school for evening college classes. The College for Kids program will be canceled. (Staff interview)

**Los Angeles Pierce College** - The college faces a $3 million shortfall under the governor's budget proposal. The college will cut its fall schedule by 10%, 200 classes, to about 1,800 courses. The departmental council, academic senate and college council have recommended canceling the summer session. (LA Daily News 2/25)

**Los Angeles Trade-Tech College** - The college has decided to reduce the number of summer session classes. (LA Daily News 2/25)

**Los Angeles Valley College** - The college is considering reducing its fall course offerings by about 5% , or 70 classes, and its spring schedule by 10%, which amounts to140 classes. (LA Daily News 2/25)

**Los Medanos College** - At a student forum, the vote was unanimous to reject a video games vendor proposal which would have generated an estimated $1,000 a month from a campus game room. Student government representative Phil Mann: "Politicians could say, 'if you have money to waste on video games you should be able to afford $30 per unit." (Daily Ledger Post-Dispatch 3/4)

**Mendocino College** - The college is considering a plan to cut 22 course sections next fall in order to save $87,000 in part-time teachers' salaries. Art, music and drama courses will take most of the cuts. (Fort Bragg Advocate-News 2/11)

**Merced College** - The college will try to save $144,000 by not filling four vacant teaching positions. (Modesto Bee 4/2)

**Modesto Junior College** - The district will charge the public full cost for summertime use of facilities, including gymnasiums and classrooms.(Staff interview 3/13)

**Moorpark College** - The summer session has been reduced by 30 classes, a cut of about 15%. An additional 140 courses will be cut over the fall and spring semesters of 1993-94. With each course costing about $1,700, the college expects to save $52,000 through cuts in the summer curriculum. (LA Daily News 2/26)

**Mount San Antonio College** - Proposals by the vice president of business services which could save the college an estimated $2 million in 1993-94 include a reduction in FTES by 700, leaving nine faculty positions vacant, three managerial positions unfilled, and reducing classified staff by 10% through attrition. The savings would be $5,000 per position if full-time faculty assignments were filled by part-time instructors. The proposals take into account a potential 11% budget cut, as proposed in the governor's budget. (Staff newsletter 2/93)

**Napa Valley College** - The college lost nearly one-half of its bachelor's degree holders - about 400 students - because of increased fees. (Napa County Record 2/11)

**North Orange CCD** - All certificated administrators were notified by March 15 that their contracts could be terminated at the end of the fiscal year. This was in order to give the board of trustees "flexibility" in dealing with budget issues. Actual lay-off notices would have to be issued by May 15. (Staff interview)

**Palomar College** - 1993-94 will be the third year without a pay increase for employees. Cuts have been made in equipment and supplies and low-enrollment courses have been eliminated. No full-time staff cuts have been made. Palomar lost 1,000 bachelor's degree holders this spring, but still gained enrollment due to reverse transfers from universities. The higher fees for bachelor's degree holders caused the loss from that category of 42% of the asians, 51% of the blacks, 37% of the hispanics and 41% of the native Americans. (Staff interview 3/15)

**Pasadena City College** - Students will be charged a materials fee of $1 for every credit unit they take, up to $10. This will be in addition to the materials fees currently charged for those classes requiring it. The college expects to take in $400,000 annually. (Student newspaper, staff interview 3/17)

**Rancho Santiago College** - The job placement coordinator has received a layoff notice, as has an EOPS coordinator, but the latter's is effective in

June of 1994 under a two-year contract. College employees now work 80 hours over nine working days, most taking every other Friday off. This allows the elimination of all weekend courses. About 15% of spring course sections were cut. Negotiations with unions include consideration of a 5% pay cut and a freeze in step and column increases. The college cut $7 million in 1992-93 and is anticipating a potential $8 million cut next year. The budget was $74 million two years ago and could drop to $59 million in 1993-94. (Staff interview, LA Times)

**Riverside College** - A proposal is being studied which would redirect some unrestricted money that is being spent on administrative costs toward the educational program. A plan to restructure the college's management and return academic program control to the department chairperson level is a first step in that direction. (College newsletter)

**Saddleback College** - The chief negotiator for faculty members told the trustees that teachers are willing to accept their offer of no salary increases as long as the district moves 20 administrators into classroom assignments. (Dana Point News 2/25)

**San Bernardino CCD** - To avoid layoffs, the faculty bargaining unit has agreed to a pay cut of up to 5% if district budget cuts go beyond the anticipated 10.2%. About 60 administrators have agreed to the plan and the union representing classified staff is negotiating a similar agreement. The district's 1993-94 budget will be an estimated $4 million less than this year's. (San Bernardino Sun 3/13, Staff interviews 3/9)

**San Mateo County CCD** - The district lost 11% of its headcount this spring, largely due to the loss of students with bachelor's degrees, and is expected to lose 6% of its FTES for the year. The board has eliminated one classified administrative position and two academic administrative positions, on top of an 8% reduction in administrator jobs in the past 18 months. Sixty-seven vacant classified positions have been deleted at the three colleges and the chancellor's office. Ten classified employees will be laid off. A 5.3% budget reduction is anticipated next year, and another $1.4 million must be cut from this year's budget. The district and the AFT could not reach agreement on a retirement incentive plan. Classified employees are being offered a $3,000 stipend if they have a combined age plus years of service of 80 or more and they retire by June 30. (Board summary bulletin 3/10, staff newsletter 3/24)

**City College of San Francisco** - CCSF faces a potential $20 million deficit in a $100 million budget. The college hired a consulting firm for $398,000 to find ways to pare the budget and enhance revenues. Their report called for scaling back on hundreds of courses with low enrollments, eliminating departments, cutting back on administrators whose job responsibilities are undefined, eliminating faculty sabbaticals, and requiring faculty to teach more courses. The budget director presented a quarterly report that revealed a reserve of $470,000 projected for the end of the fiscal year, not enough to cover the $1.5

million needed to cover the cost of summer school. The San Francisco Public Finance Authority agreed to put a quarter-cent tax on the city ballot for a special election in June only if an equivalent state tax laps. The tax would bring about $22 million to local schools and CCSF. The budget director has asked each division to submit 1993-94 budgets under four scenarios: cuts of 2%, 5%, 10% and 20%. (San Francisco Independent 3/2; San Francisco Chronicle 3/12, 3/20; Staff interview 3/26)

**San Joaquin Delta College** - Five administrator positions will be eliminated through retirements or reassignments to non-managerial positions. The college figures to cut $3.5 million from next year's budget, a reduction to $44.5 million, and is reviewing 300 proposed options. The board ruled against the recommendation of the administration that recruitment be discontinued for six vacant faculty positions. Faculty contract negotiations have opened, with salary decreases expected of 3 to 5%. Early retirement incentives are being offered, including a provision to allow up to two years of additional service credit to PERS members who retire between April and August. The class schedule mailing list has been cut from 188,000 to 25,000. (Staff interview 3/15, district newsletter 3/22, Lodi News Sentinal 3/18)

**Santa Barbara City College** - The college projects an annual savings of $70,000 by no longer mailing class schedules to every district residence. Schedules will only be available on campus. The summer session is expected to be cut by 35%. (Staff interview 3/31)

**Santa Clarita CCD** - The district has endorsed forming a panel to push for increased sales taxes. Forty-nine of the county's 97 school and community college districts would be required to set up a finance authority which could draft a measure asking the county's voters to approve up to a half-cent sales tax increase. (Los Angeles Daily News 3/13)

**Santa Rosa Junior College** - SRJC has cut 12% of its summer session and 12% of its fall quarter course sections. The college is making a 5% cut in its 1993-94 budget (from $54 million to $50 million), but there are layoffs projected among the full-time and part-time staff. A four-day work week may be installed this summer and the campus may be closed during the Christmas break. Reserves may make up any cuts needed beyond 5%. (Staff interview 3/15, Santa Rosa Press Democrat 3/5)

**Shasta College** - The college lost 1,000 evening students in the spring semester, much of that blamed on fee increases. The number of students with bachelor's degrees dropped from 1,809 last fall to 777. (Redding Record)

**Solano College** - The student government has given $10,000 to the college to pay for five classes, allowing another 150 students to take math or English. The college is preparing for cutbacks next year of from

6% to 11%. A 5% to 6% reduction could mean elimination of up to 25 classified positions. Further cuts would mean reductions in programs. Full-time faculty and staff vacancies are not being filled as they become vacant. (Fairfield Republic 3/17, Staff interview 3/25)

**Ventura County CCD** - Trustees postponed implementing plans to eliminate 400 course sections at Moorpark, Oxnard and Ventura colleges beginning this summer. The board asked the college presidents to re-examine their priorities and, by April 13, come up with $800,000 in cuts in other areas to try and avoid eliminating classes. The colleges had planned to cut 40% of summer classes at Ventura, 16% at Oxnard and 15% at Moorpark. Last year, the board cut about $2 million from its $62.5 million budget, but avoided cutting staff or classes. The board has also approved tentative layoff notices for 400 managers in order to give administrators flexibility to change assignments or reduce salaries next year. (LA Los Angeles Times 3/4)

**Yosemite CCD** - The district is bracing for a potential $5 million budget cut next year. "Golden handshakes" and early retirements have been offered to 145 employees: 75 faculty members, 20 managers and 50 classified staff members. The target is to save $600,000. The board has approved an incentive plan for employees to take a 40% reduction in hours or unpaid leaves of up to two months. The district would continue to provide health, vacation and sick leave benefits. (Staff interview, Modesto Bee 3/23, 4/2)

**Yuba College** - Tentative layoff notices were sent on March 13 to 15 full-time instructors and 250 fall course sections were cut to try and meet an expected $3.5 million budget shortfall. The faculty is considering a 2.5% pay cut, which could save the 15 positions. (Sacramento Bee 3/14)

## California State University

### Fee Increases of 36% Due

A 36% fee increase for undergraduates next September was approved by CSU trustees on March 17, the first step in a three-year plan which virtually doubles the cost of a CSU education.

If the trustees' decision is approved by the Legislature, undergraduate fees will jump from $1,303 this year to $1,788 next year and possibly to $2,500 in 1995. Graduate students will be hit with a 64% increase.

About a third of next year's $153 million increase will be spent on financial aid. CSU canceled 6,500 courses over the last two years because of budget cuts. Enrollment in the 20-campus system has dropped 22,000 over that period.

About $100 would be used to help pay for equipment and add more classes so students can graduate more quickly. It currently takes an average student 5 1/2 years to earn a bachelor's degree.

The state spends about $7,700 a year on CSU's 348,000 students on 20 campuses. Many states set their public university tuition as a fixed percentage of the cost of instruction, roughly between 25% and 35% of the total cost of instruction. The CSU proposal is based on 33% of the state's cost.

Basic fees for full-time graduate students next year will be $2,146, or $716 higher than this year, although fees for students seeking a teaching credential will not be affected. (The Daily Review, Contra Costa Times 3/18; Sacramento Bee 3/13)

### 60,000 Fewer Graduates

Cutbacks in higher education will leave the state labor market with 60,000 fewer CSU graduates by 2002, according to a study of the CSU system and state economy.

Those cuts will cost California an estimated $25 billion in future gross state product, bases on the lost earning power of those graduates over the next 20 years, the study found.

The year-long analysis, which included a survey of 500 major California employers, was conducted by economics professors at UC Berkeley, Sonoma State and San Francisco State.

The economists estimate that CSU would be granting between 4,500 and 7,200 fewer bachelor's degrees each year, for a total shortfall of 62,000 by 2002. They determined that the average college graduate adds $1.2 million more to the economy in lifetime earnings than a high school graduate. (McClatchy News Service 3/13)

**CSU Northridge** - About 300 course sections have been cut from the spring semester, a 5.5% cut. Classes have been reduced 11.5% over the past two years. Tenured faculty who took advantage of early-retirement incentives are not being replaced. (Newhall Signal 2/15)

### The Governor's Budget

Under the governor's budget proposal, CSU would endure a 4.5%, $67 million state budget cut next year. (San Jose Mercury News 3/18)

# University of California

## Higher Fees

The UC Board of Regents voted March 19 to boost annual undergraduate fees to a record $4,039 for next year. The $390 increase, combined with the $605 raise authorized last November, equals $995, the largest jump in fees in UC history.

A senior at one of UC's nine campuss will pay 150% more for the year that he/she did as a freshman in 1990-91. One target is to cut back on 12,500 students for whom the state is not providing funding. The system has lost 2,500 students in the past two years, but will be reducing enrollments by 10,000 more students during the next three years.

The regents are still looking at alternatives to cope with a 7.3%, $138 million proposed cut in state funding in 1993-94. An erosion of state funding has left the 155,000-student system nearly $1 billion behind since 1990, accounting for inflation and growth in enrollment.

The proposed $1.7 billion tax-supported UC budget for next year is less money that the state provided to UC seven years before, 1986-87. (McClatchy Newspapers Service 3/15, 3/20)

## Faculty, Staff Salaries Cut A "One-Time" 5%

The board of regents has cut faculty and staff salaries 5%. The one-time cut will be combined with a planned early-retirement program. After the one-year cut, UC employee pay would return to full levels in 1994-95. Employees would receive their lost pay when they retire or leave the university.

UC wants to trim its workforce of about 133,000 by about 1,000, mainly through attrition. In the past three years, about 5,000 UC jobs have been eliminated primarily through retirement and attrition.

The Academic Senate said a plan to cut UC administration by 10% next year, for a $5 million savings, does not go far enough.

Average pay for professors ranges from about $44,000 for assistant professors to $77,000 for full professors, according to CPEC. Professors in law, medicine and engineering often make much more, as do senior faculty in all divisions. Even if base salaries are cut 5%, about a third of the faculty may be eligible for merit promotions that could offset the loss by 2%. (Los Angeles Times 3/13, 3/20)

**UC Santa Cruz** - The only programs immune from budget cuts are those that attract and keep ethnic minority students. These programs comprise 1.2% of the operating budget, or about $2 milion out of a $164 million budget. All other divisions are preparing for 10% cuts. (Santa Cruz Sentinal 1/31)

## Private Universities

### Fees on the Increase

A survey of public and private schools showed tuition costs increasing by an average of 11% at state universities and 7% at private colleges. Tuition at public universities averaged $2,315 this year, with room and board averaging $3,526. Tuition at four-year private colleges averaged $10,498 and room and board averaged $4,575. (San Francisco Examiner 3/2)

**Dominican College** - The San Rafael college charges annual tuition of about $17,000. (San Francisco Examiner 3/2)

**Mills College** - Mills has frozen its $20,000 tuition for at least two years. The freeze, which will be in effect until the fall of 1995, is attributed to an increase in alumnae-giving and the college's ability to hold down expenses. Since the 1990 proposal to accept male students was rejected, graduates have doubled their giving to $4 million a year. The endowment is now $85 million and the college has a 46% giving rate from graduates. 72% of undergraduates receive financial aid. Fees at Mills total $20,100 a year: $14,100 for tuition and $6,000 for room and board. (San Francisco Examiner 3/2)

**University of the Pacific** - The cost of attending UOP will top $21,000 next fall. Tuition will increase 5.5% from $14,660 to $15,470, necessary to cover the rising cost of instruction. Costs for room and board will remain at this year's level of $5,300. With about $330 in health and other student fees, the cost will hit $21,100. UOP ranks 13th among California's private universities in overall cost. The university contributes more than $14 million annually to financial aid. This year, the average award was more than $15,000. The university will continue a loan-forgiveness program targeted at middle-income students who get good grades. Officials cited that program along with a four-year graduation guarantee as key factors in the first substantial enrollment boost, to 4,000 students, in more than a decade. Higher enrollment enabled the university to set aside a pool of money earlier this year for the first employee pay raises in two years. (Modesto Bee 3/16)

**Santa Clara University** - Santa Clara boosed its tuition this year to $12,890 and room and board to $5,556, the smallest increase in 17 years. Fees there rank 21st among 30 private universities and colleges in California. Unemployed alumni of the engineering school can take free classes to update their skills, if they can prove they are looking for work. About 30 students are expected to enroll in the "degree warranty" program. (San Jose Mercury News 3/28; SF Examiner 3/2) )

**Others** - Total annual costs at Sarah Lawrence, Barnard, Bennington, Smith, Wellesley and similar women's institutions range from $22,900 at Wellesley to $24,380 at Sarah Lawrence. (SF Examiner 3/2)

### Boom at Women's Colleges

Women's colleges are reporting a surge in applications and admissions unprecedented since the 1960s. The 84 women's campuses nationwide are reporting an average increase in enrollment of 10% over a year ago. Scripps College in Claremont in Southern California had a 19% increase in its freshman class this year. Mills College in Oakland has seed a 5% rise in applications. Mount St. Mary's in Los Angeles has seen its total enrollment increase 20%. All private colleges nationwide are averaging increases of about 2%. (The Sacramento Bee 3/8)

# How Colleges Are Coping

By Kim Huggett

Chabot-Las Positas Community College District

May 1993, Report No. 10

**Allan Hancock College** - Downsizing the community education summer program will save the college in administrative costs, instructor salaries and schedule printing. Courses will be limited to ESL, adult basic education and classes for the disabled and those in nursing homes. The smaller noncredit schedule, usually mailed to 63,000 households, will be listed in the college summer credit schedule of classes. (News release 5/5)

**Cabrillo College** - The summer session will be held at the 1992 level, which had been downsized by 20%. The Budget Advisory Committee will meet through the summer and is reviewing proposed cuts ranging from up to 8% in administration to 3% in instruction and student services. Nine classified staff members and three instructors accepted early retirement plans and their positions may be left vacant. (Staff interview 5/10)

**Cerritos College** - The board of trustees tabled a decision on a proposed reorganization plan and decided to continue recruitment activities for eight faculty positions. The president reported that if cost controls hold and the half-cent sales tax is continued with a portion made available to education, the college should be able to maintain the required $1.3 million, or 3%, of budget ending balance required as reserves. The board has voted to have the district pay the $89,000 in fee increases for the medical, dental and vision care plans for all employees. (Cerritos Board Report 3/23, press release 4/29, staff interview 5/10)

**Chabot-Las Positas CCD** - Administrators at the district office and both colleges who have instructor credentials have offered to teach one class without compensation or take an equivalent reduction in pay based on a percentage of their salary. The offer would save the district an estimated $75,000 and is contingent on other employee groups making a similar gesture. (Administrators meeting 4/30)

**Chabot College** - The college president is looking at options to try and save the Performing Arts Series, which brings professional performers on campus but has been eliminated for next year in order to save $120,000 in salary and operations costs. (Hayward Daily Review 4/9)

**Citrus College** - Because there are 60 applicants on the waiting list for 30 classroom slots, the licensed vocational nursing program will not accept applications for 1994 LVN classes in November and applicants will be selected by "random computerized selection." The college will offer only one session of credit, noncredit and community education classes this summer. (News release 4/2, San Gabriel Valley Tribune 4/14)

**Coast CCD** - In an effort to protect full-time staff, the student enrollment base and the 1% growth earnings, the district has requested that all eligible managers volunteer to teach a course or two - without compensation - in addition to their regular full-time assignment. The managers would not replace any full-time faculty member's overload or any part-time faculty member. (Press release 5/3)

**Contra Costa CCD** - Cuts in next year's budget are expected to range between $4.8 and $9 million. Attrition, reassignments and early retirements will cut personnel costs, as will a reduction in part-time instructors, who teach 40% of district courses. (Antioch Daily Ledger-Dispatch 3/26)

**Cuesta College** - The college is preparing to cut 10% of course sections next year, about 200 classes over two semesters. Low-enrollment classes and those which can't be transferred to universities will be the first to go. The college made $150,000 in cuts to this year's budget to make up for the state's shortfall in property tax collections. About 70% of the cuts were made in administrative areas. The college implemented a hiring and spending freeze. The implications of next year's proposed state budget will require cuts from $1.2 million to $2.1 million, or 6% to 12% of the college budget. (San Luis Obispo Telegram-Tribune 3/20, 4/8, Press Recorder 3/17)

**College of the Desert** - All travel, supply and equipment budgets have been virtually frozen by the board, which anticipates a further $450,000 shortfall this year and a possible $2 million budget reduction in 1993-94. (The Chaparral 3/10)

**Foothill-DeAnza CCD** - The elimination of the state subsidy for students with bachelor's degrees would mean loss of funding for 26% of the district's students. The district has 1,645 full-time and part-time faculty and a budget of $110 million. It could face cuts of up to $11 million next year and the board has already begun a process to eliminate seven vacant faculty positions and reduce funding for 20 others. Proposed changes for athletic programs call for eliminating six assistant coach positions and reducing the budget for others by one-third. Two half-time athletic directors would be reassigned to the classroom and pre-season conditioning classes for five teams would be canceled. (The Cupertino Courier 3/31, Los Altos Town Crier 3/17)

**Gavilan College** - Nineteen administrators, managers and administrative secretaries may have their job duties altered by June 30. The trustees approved 2% salary increases to classified employees and administrators at a cost to the college of about $70,647 annually. A fiscal audit confirmed that the college cut expenses from $13.6 million in 1991 to

$12.8 million in 1992. (Morgan Hill Times 3/26. Hollister Free Lance 3/12)

**Grossmont-Cuyamaca CCD** - The board has directed its negotiator to present a proposed 10% pay cut, a $3.3 million budget reduction, to employee bargaining units. The district faces a potential $4.6 million budget reduction next year. The district still plans to fill 11 full-time faculty positions. Union representatives have proposed hiring freezes, early retirements and reducing the budget for temporary employees. The district has also consolidated some programs, reassigned personnel and tapped reserves. Administrators are expected to bring $1 million worth of consolidation efforts on both campuses before the board. (San Diego Union-Tribune 3/30, Daily Californian 3/25, 4/8)

**Hartnell College** - Headcount fell 10% this spring, including 53% of its students with bachelors degrees. (Monterey Herald 4/16)

**Las Positas College** - Evening courses will be discontinued at a local high school, with some moved to another off-campus site. At least three college staff members may be laid off as the college makes reductions in preparation for next year as well as to meet a further $800,000 cut in this year's budget. Five positions will remain vacant and the summer College for Kids program has been discontinued. (Tri Valley Herald 4/14)

**Los Angeles CCD** - The board of trustees directed district staff to devise an office budget reduction plan that does not require layoffs. They voted to increase the district's administrative office budget reductions from 1.4% to 7% because the nine colleges are slated for cuts between 5.1% and 11.6%. (Los Angeles Daily News 3/25)

**Los Angeles Pierce College** - The college will conduct its summer session using a portion of a $250,000 reserve fund which will be split among Pierce, Valley and LA City colleges. The college may be forced to eliminate 130 fall and some spring semester classes to accommodate the six-week summer program for 1,500 students. In the past, the $450,000 program has served nearly 5,000 students. The college had previously planned to eliminate the summer session to offset a $3 million shortfall. The college is operating with a $21.5 million budget. Two years ago, the budget was $25 million and three years ago, $27 million. This fall, the college will have 30 fewer part-time instructors and 16 retirees will not be replaced. (Los Angeles Daily News 3/25, news release 4/30)

**Los Angeles Valley College** - In an effort to save $1.8 million to balance next year's budget, 70 course sections have been cut, 14 temporary teaching positions eliminated and three counseling positions left vacant. Another $100,000 will be saved by reducing the student employment budget by half. The balance of the savings will come from class reductions, cuts in the child-care center and the disabled student services program and other programs. The college budget was $23 million two years ago and this year it is at $21 million. (Los Angeles Times 4/22)

**College of Marin** - The college has invited community leaders to participate in "College 2000," a forum to begin the process for a new master plan for the district. The focus will be on three topics: program priorities in light of decreased funding; how to expand programs at the under-utilized Indian Valley Campus; and how to acquire updated instructional equipment. There are no instructional funds in the budget. (Press Release 4/27)

**Mendocino College** - Vocational programs and services such as the number of days of registration is offered will be reduced in order to save on personnel costs and other overhead. Course sections will be cut at the main campus and two off-campus sites. (Willits News 4/7)

**Merced College** - The college has "unfunded" the men's and women's cross country team and the golf team. The college cut 18% of its athletic budget, $36,500, by cutting the three teams, transportation, supplies, lodging and meals. Next fall, students will be charged by campus security officers to have their cars unlocked, batteries boosted and spare tires mounted. The move is expected to gain $5,000 in revenue to put toward the district's $2.2 million budget deficit. The college has contracted with a Southern California firm to put a language center on campus as part of its Foreign Language Institute. Within two years of operation, the district hopes to earn the $50,000 it will spend on the program and gain a $50,000 profit by recruiting foreign students. The district can bring in $300,000 by enrolling 100 foreign students. The $22 million budget will have to be cut by an estimated $2.2 million next year. (Merced Sun-Star 3/19, 4/7, Modesto Bee 4/23)

**Merritt College** - The Allied Health Program has 130 students this spring, with more than 400 applicants on waiting lists, due largely to budget limitations. (California Voice 4/2)

**Mira Costa College** - The college will begin its first student recruitment advertising campaign in two years to try and boost summer session enrollment. (Staff interview 4/15)

**Modesto Junior College** - The Athletic Department must cut $35,500 from its $146,000 budget for 19 sports. Football and baseball boosters bring in the most in fundraising efforts, which have earned about $35,000 a year. The college is considering asking athletes to pay for shortages in the insurance fund, possibly $50 per student, per sport. (Modesto Bee 4/23)

**Monterey Peninsula College** - Over the past year, the college has cut about 100 course sections, laid off about 100 part-time instructors and canceled its electronics program and men's tennis team. Headcount fell by nearly 15% in the spring and MPC expects to lose 30% of its students by this August, when Ford Ord begins to close. (Monterey Herald 4/16)

**Mount San Jacinto College** - A decision to reduce enrollment for the Licensed Vocational Nursing-to-RN Challenge class means a fourth part-time instructor will not be hired and 12 students will have to wait until the fall to take the course. (Hemet News 4/19)

**Napa Valley College** - Monday night bingo games help the foundation raise money for groups ranging from the nursing club to the baseball team. The last salary increase was three years ago and benefits have been capped. If every eligible faculty member accepted this year's golden handshake, the college would save $500,000 next year. College officials estimate the state's continuing budget shortage could translate into cuts next year of $779,000 to $2 million from the college's $18 million budget. Currently, vacant faculty and staff positions remain unfilled, administrators and classified employees are taking on additional work without extra pay and building repairs are limited. (Napa Valley Register 4/9, Napa County Record 4/8)

**North Orange County CCD** - The district is projecting a $3.9 million shortfall in its $104 million budget next year. Reserves will be tapped and course sections cut. Community services programs and courses have been eliminated. Fullerton College is in its third year of reductions in classified staff. (Staff interview 5/6)

**Ohlone College** - In preparation for cuts of up to $1.4 million in next year's budget, the board of trustees has discussed layoffs of classified staff and part-time instructors, cutting travel and consulting contracts and freezing health benefits. A contingency plan includes reducing salaries by 3%, cutting courses, laying off up to 10 employees and freezing health benefits. Ohlone has a $500,000 deficit in its $20 million budget as the result of this year's state tax collection shortfall. The 3% salary reduction plan would cut the budget by $450,000. Laying off 10 employees would save $300,000, a figure nearly matched by deciding not to hire part-time instructors, librarians and counselors, whose salaries come to $271,000. (Fremont Argus 4/4, 4/15)

**Oxnard College** - A reduction of $650,000 will be accommodated, in part, with the cutting of 68 course sections. Math, English, biology, chemistry, political science, sociology and history courses will be among the 50 fewer sessions this summer. The goal is to protect general education classes, to eliminate duplications and cut classes with low enrollment. (Los Angeles Times 4/15, Oxnard Press-Courier 4/15)

**Rancho Santiago College** - To reach the $9 million in cuts needed to balance its 1993-94 budget, 36 employees will be laid off, including the entire groundskeeping department (staff of six), secretaries, clerks and instructional aides. These layoffs are expected to save more than $1.26 million, and more layoffs are expected. The board previously cut $6.5

million and eliminated most weekend courses. The district cut $7 million from the 1992-93 budget. The district's $74 million 1991-92 budget will have fallen to a projected $57 million by this fall. Reserves, which were at $11.8 million in 1991, have fallen to $1.8 million this year. The college is trying to negotiate a 5% salary reduction for faculty, which would save the district $2.5 million if applied to all employee groups. (Los Angeles Times 4/28, Orange County Register 4/29, staff interview 5/11)

**College of the Redwoods** - The college estimates it will have to trim its 1993-94 budget by about $1.3 million, about 6% of its $21.2 million spending plan. The college plans to offer 75 fewer course sections next year and will not fill the positions of four full-time teaching positions, but still needs to make $900,000 more in cuts. (Eureka Times Standard 3/29)

**Saddleback CCD** - A $300,000 telephone registration system is expected to result in a budget reduction by eliminating the need for 16 temporary computer operators and others who stuff envelopes with registration information. The system is able to register 3,000 students a day on 48 phone lines, compared with 1,300 a day under the walk-in format. The district has reached agreement on a contract with its 300 full-time faculty members which calls for a 6.75% raise over three years. The contract is retroactive to July, 1991. Earlier, classified staff agreed to a raise of 6% over three years, or whatever higher amount was granted to the faculty. (Saddleback Valley News 3/19, Los Angeles Times 4/6)

**San Bernardino CCD** - About 187 course sections will be eliminated this fall, on top of 200 which were eliminated last fall. Student employment will be cut in half and supply budgets reduced by 30%. The district may eliminate most classes offered at off-campus sites in the mountains in order to save $31,700. The district is attempting to cut its budget by 10% to compensate for impending state funding cutbacks. The County Board of Supervisors voted to hold an election to see if two-thirds of county voters will vote to approve an extra half-cent sales tax to provide funds for law enforcement, the courts and community college districts. The tax would generate an estimated $60 million and would be in place for seven years. Twelve percent of the tax would go to community college districts. School districts declined to participate. (Chino Valley News, Hi Desert Star 3/10, El Chicano 3/26, San Bernardino Sun 4/8)

**San Diego CCD** - The more faculty members who opt for early retirement this summer, the bigger a one-time bonus payment - estimated to run as high as $1,200 - for the remainder of the faculty: One hundred twenty-seven faculty members who are at least 55 years old will be eligible for the early retirement incentives, valued at $45,000 per full-time employee. The bonus will be available only if 22 tenured faculty members retire. It will range from 2% to 4% of each instructor's gross earnings for the spring semester, the higher figure kicking in if at least 45 faculty members opt for retirement. The new faculty contract provides no increase in pay to instructors, whose last raises were in 1991. (San Diego Union-Tribune 4/14)

**City College of San Francisco** - The chancellor has proposed organizational reforms aimed at cutting $400,000 from the budget. The number of administrators would be cut from 46 to 41 and educational programs grouped within six schools: math and science; applied science and technology; behavioral and social sciences; liberal arts; international education; and health. The $110 million budget faces a deficit of nearly $20 million. The board has directed the chancellor to cut $500,000 in operational expenses to permit summer session to be offered with one-third fewer classes. Summer session usually attracts 8,000 students and, this year, will serve about 2,000. (San Francisco Chronicle 4/8, 4/23)

**San Joaquin Delta College** - One proposal calls for cutting the 19-sport athletic program to 11 and eliminating the athletic director's position. There have not been awards or team banquets for three years. (Modesto Bee 4/23)

**San Mateo County CCD** - The district is looking at a budget shortfall next fiscal year of between $3.4 million and $6.4 million. The board has asked academic staff for voluntary reductions in their work weeks, leaves of absence for a semester and reductions in the number of units they teach. The administrative staff has been reduced to 44 persons, an 8.3% reduction in the past 18 months. (Enterprise Journal 3/21)

**Santa Barbara City College** - The college will stop mailing the schedule of classes to every district residence at an annual savings of $50,000. Postcards are mailed which can be redeemed for a free schedule on the campus. The college has also cut its summer session by 35%. (News release 4/16)

**College of the Sequoias** - COS will save $368,000 this fall by cutting 88 course sections taught by part-time instructors. The faculty is being asked to consider larger class enrollments. (Staff interview 4/16)

**Sierra College** - The athletic department has won approval from the board of trustees for a commercial venture to raise part of the funding for a new all-weather running track, estimated to cost $250,000. The board approved a contract to sell advertising space on the panels surrounding the scoreboard of the college's athletic field. The athletic director expects to raise $50,000 to get the project underway. Community support will be enlisted to help with construction, materials and labor. (Roseville Press-Tribune 3/23)

**Ventura College** - Golf, scuba and tennis will not be offered this summer, nor will some studio art classes and theater performance courses. Physical education classes have been cut by 70% this summer, but one PE course is still required for an associate in arts degree. Sixty-five course sections will be cut next year, most of them in the summer session, which will be reduced overall by 35%. Ventura's share of the district's planned $1.8 million budget reduction is $1.17 million. A 25-member panel of students, teachers, administrators and classified staff will take on the problem. (Oxnard Press-Courier 4/15, Los Angeles Times 4/15)

**Ventura County CCD** - The district has eliminated 300 course sections next year at Moorpark, Oxnard and Ventura colleges. The cuts are expected to save $600,000 in the estimated $60.3 million budget and represent a 3% cut in the district's 8,000 course sections. The trustees have approved an early retirement plan which could save the district $300,000 this year, if all who are eligible participate. The district expects to have to cut another $1.8 million from the 1993-94 budget. Thirty-seven employees, ranging from vice presidents to deans and program directors, were given March 15 notices to "preserve options" and face layoffs. The district cut its budget by $1.2 million last year. (Ventura Star Free-Press 4/14, Los Angeles Daily News 4/15, Los Angeles Times 4/15, Simi Valley Enterprise 3/21)

**West Hills College** - The cafeteria and snack bar at two off campus sites will be closed and the four staff members laid off. Three administrators will be reassigned to classroom duties, a drama instructor and an agriculture instructor will be laid off. The total cost savings is estimated at $140,000. (Coalinga Record 3/17)

**Yuba College** - The trustees withdrew plans to lay off a dozen teachers and cut more than 250 classes after instructors agreed to a 2.5% pay reduction and a decrease in health benefits. On Aug. 1, all full-time faculty will move one pay step back in their salary schedule and part-time schedules will be cut by 20%. The savings is expected to amount to about $1.2 million, but the governor's budget proposal would mean a $3.5 million reduction in the $25 million district budget. The remaining $2.3 million will be made up through cuts in miscellaneous expenditures, early retirements and cutbacks expected to result from bargaining with the classified staff union. The district has cut $2.5 million in the past two years. By eliminating music and physical education classes, the Colusa Center will lose six to eight of its 35 instructors. (The Valley Voice 3/31, Colusa Sun Herald 3/26, Sacramento Bee 3/26, staff interview 4/13)

Yosemite CCD - Modesto Junior College, Columbia College and the district office each made 8% budget cuts in their 1993-94 budgets. Most of the cuts were made in supplies, travel and student assistant accounts. (Staff interview 5/11)

## California State University

The University of California will offer lucrative early retirement plans for senior faculty and staff for the third year in a row. In the past, UC has offered three months pay and added five years to the amount of time worked in order to boost pension benefits. (Valley Times 4/4)

**CSU Sacramento** - The university has released a proposal to eliminate more than 30 degree programs and reduce dozens more. Among the disciplines that could be phased out under the new priorities are five languages, applied math and master's degrees in sociology and music. The new plan comes as the campus is preparing for an enrollment reduction of about 1,300 full-time students this fall, the potential loss of 300 part-time and temporary faculty members and a cut of $9.4 million from its $126 million budget. Between 1990 and next fall, the campus will have seen its annual funding from state taxpayers erode by at least $20 million. Only $5.5 million of that has been made up through increased fees. Private contributions to the univeristy reached $4 million in the 1991-92 academic year, including record donations from parents and alumni. Last year's CSUS fund-raising total was $1 million below the figure for 1990-91, when there were larger corporate donations. The campus expects donations to top $6 million this year. Private contributions to all 20 CSU campuses totaled $100 million in 1991-92. (The Valley Times, 4/24, Sacramento Bee 4/6, 4/23)

## University of California

**UC Berkeley** - In order to accommodate an expected 5%, or $31 million, cut in funding for next year, the colleges plans to: drop 335 course sections in the College of Letters and Science, affecting 9,000 students; eliminate discussion sessions in molecular and cell biology; offer 25 fewer sections of freshman composition and 90 fewer sections of foreign language; suspend admissions indefinitely in the graduate program of the School of Library and Information Studies; and ask more members of the faculty to retire early. The new cuts follow $45 million lost over the past two years that took a toll of 132 faculty positions. (The Valley Times 4/30)

**UC Davis** - The university announced recommendations for $50 million in permanent cuts that included consolidating or eliminating academic programs and ending the athletic program. Students can vote in a referendum on May 26 to permit a fee of up to $36 per quarter to help fund intercollegiate athletics and other student programs. (The Valley Times 4/24, The Sacramento Bee 4/16)

# A Word About "How Colleges Are Coping"

*This is the tenth in a series of reports which examines how California colleges and universities are coping with difficult economic times. It is based on news accounts and personal interviews, with sources noted at the end of each entry. The report is prepared by Kim Huggett, director of public information and marketing for the Chabot-Las Positas Community College District, who is currently on loan to the California Community Colleges Chancellor's Office in Sacramento. For more information, call or write:*

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# How Colleges Are Coping

By Kim Huggett

Chabot-Las Positas Community College District

June 1993, Report No. 11

**Antelope Valley College** - The college expects to save to $40,000 in utility costs by offering summer session courses from Monday through Thursday and closing the campus Friday through Sunday. The staff will go to a four-day work week. Twenty courses were offered at off-campus sites this spring, but by next fall, those courses will be offered at the college. Budget cuts include those in travel and staff development. (Staff interview 5/13)

**Cabrillo College** - The trustees have unanimously approved a study of voter opinion to tell them what community members want in the way of facilities maintenance and expansion and how much support there is for a bond issue. A consultant firm will work with members of a college planning committee to develop a telephone survey that will be administered to a sampling of district voters. The college has hired its first development officer, charged with increasing funding from outside sources. (Catalyst, April/May)

**Canada College** - Budget reductions include the ophthalmics program, duplicating services, student newspaper, and administrative and classified positions. Some of the 12 faculty positions vacated by retirements may not be filled. (District Board Summary 5/26)

**College of the Canyons** - An auxiliary to the college foundation has been formed to raise money for books and other materials for the new $5.5 million library, scheduled to open in two years. Total cost of the project is $5.5 million and about $600,000 is needed for equipment, furniture, audiovisual materials and books. Organization dues will range from $25 for individual memberships to $250 for corporate memberships. There will be 43 course sections offered this summer, compared to 21 last summer, to accommodate the demand for classes. (Los Angeles Daily News 4/12, 5/18)

**Cerritos College** - The college has reduced the number of fall class schedules printed from 140,000 to 30,000, for a cost savings of $20,000. A postcard will be mailed to district residents, which can be redeemed for a free schedule on campus. (Board Report 5/20, staff interview 5/27)

**Chabot College** - The college will initiate a laboratory breakage fee, expected to bring in up to $5,000 a year. Three administrator positions have been eliminated and staff members in those jobs will join the teaching faculty. Staff members are studying 37 cost-saving suggestions.

**Chabot-Las Positas CCD** - The board is considering the layoff of 15 classified staff members. It will temporarily combine the positions of purchasing agent and human resources director to save $64,000 a year. Thirty-seven cost-saving proposals are being evaluated by groups on each campus (attached to this report). Fixed costs are expected to increase $1 million next year. Salary step increases will increase the budget $400,000 on July 1.

**Cosumnes River College** - The college generating revenue by renting space on restroom walls for advertisements for health clubs, limousines and computer stores. Creative Billboards carries the contract for ads. Inside, patrons can't comb hair, flush toilets or wash hands without seeing at least one panel of ads inside 18-by-18 inch acrylic cases. The money raised - about $6,000 this year - is spent on speakers, cultural events, scholarship banquets, new-student orientations and retirement receptions. (Sacramento Bee 5/29)

**Citrus College** - Air conditioning units are not turned on in campus buildings until after noon. There is a virtual hiring freeze and part-time, on-call positions are being eliminated. After the summer session was reduced from three sessions to one, more than 1,500 registration appointment cards - about half of those available - were snapped up in the first few days they were available. The admissions office reports many calls from UC and CSU students seeking summer courses. (Staff interview 5/18)

**Coast CCD** - Twenty administrators of 70 who were eligible have volunteered to teach one or two courses, without compensation, in addition to their regular full-time assignment. The move is an effort to protect full-time staff, the student enrollment base and the 1% growth earnings. The managers will not replace any full-time faculty member's overload or any part-time faculty member. (Staff interview 5/17)

**Columbia College** - Three off-campus summer courses which had been canceled because of budget cuts were reinstated after area high schools agreed to provide classroom space at no cost. Otherwise, the summer session has been canceled in order to channel resources into the fall semester, which attracts four times as many students. (Modesto Bee 5/15)

**Compton College** - A fiscal review by the State Chancellor's Office identified several problems, including "the use of funds from one categorical program to cover expenses of other categorical programs." It concludes, the "the district's financial condition is precarious," citing declining reserves, potential losses because of mishandled federal grant funds, and the probability of reduced state funding in 1993-94. The summer session will be reduced by about 50%. (Los Angeles Times 5/7, staff interview 5/14)

**Contra Costa College** - A meeting of students, staff, faculty, and administrators was called to hear appeals on a proposed 20% across-the-board cut in operational budgets for 1993-94. The plan would help meet an expected deficit in the district budget of from $7 to $12 million. (San Francisco Examiner 5/3)

**Contra Costa CCD** - Enrollment between this spring and the spring of 1992 dropped districtwide by 2,839 students, or 7.4%. The Office of Research predicts this will be the first year since 1984 that the district suffers an overall drop in headcount. The office reports that the enrollment decline is due, mainly, "to loss of mature adults who had been taking one or two courses related to personal interests or skills improvement."The number of continuing students has increased 24%, but new students have decreased 52%. (Research News, April 1993)

**Crafton Hills College** - The college has been trimming course sections for the past year. Faculty members have agreed, at least temporarily, to larger class sizes. The college is preparing for a possible influx of transfer students from CSU San Bernardino and UC Riverside. (Staff interview 5/14)

**Cuesta College** - Sixty-five course sections were cut from the fall schedule of classes. The college must make cuts next year of at least $1.2 million and perhaps as much as $2.1 million in its $22.1 million budget. Reductions have also been proposed in operating expenditures, utilities and salaries. (Atascadero News 4/23)

**Cuyamaca College** - The district chancellor will also serve as the interim college president, replacing the incumbent, who will retire in July. The district vice chancellor of business will also move to the college and assume business-related duties for both district campuses. Districtwide responsibility for extended studies will be transferred to Cuyamaca, which will absorb the entire Weekend College program. (Daily Californian 5/5)

**Diablo Valley College** - The Center for Higher Education in San Ramon will likely reduce its number of full-time instructors from 10 to seven next fall due to budget cuts. Similar cuts are occurring at each campus in the 39,000-student Contra County CCD, which is considering cuts of $10 million in its $85 million budget. (Valley Times 4/16)

**East Los Angeles College** - As part of a $1 million reduction in the college's $19.4 million budget, the football program - with a $110,000 budget - has been cut. Budget funds which have been reduced include travel and janitorial services. Thirty faculty vacancies have not been filled. (Los Angeles Times 5/10)

**Gavilan College** - The college has prepared for a 6% budget reduction, a cut of $264,000 from its $12.5 million budget. A 6% cut would require reduction of part-time personnel and parts of programs and an 11% cut would require reductions in full-time personnel and complete programs. The college will no longer mail class schedules to every district resident, for a savings of $15,000. A statewide survey by the Gavilan public information officer disclosed that 27% of community colleges had stopped direct mailing schedules before the spring of 1992 and another 27% of respondents had plans to discontinue mailings this fall. The survey disclosed that no college reported any enrollment loss attributed to discontinuing mass mailings. Citing the expense, the board decided not to attend a state trustees conference in San Francisco. Trustees are also considering removing funds now paid for memberships and transferring them partially into the college's general fund and partially to the travel budget. Gilroy Dispatch 4/15, 5/10, 5/13)

**Golden West College** - More than 1,100 students called on the first day of telephone registration for the summer session. Telephone registration may only be used by continuing students who have been enrolled for consecutive semesters. Others must enroll in person. (Press release 5/12)

**Grossmont College** - Vacant positions which will be left unfilled include two librarians and the director of evening programs. Positions which will be eliminated include the associate dean of health, an information systems staff member, a food service management technician, the operator of the student center and the veteran affairs specialist. (Daily Californian 5/5)

**Grossmont-Cuyamaca CCD** - The district hopes for budget savings of $660,000 with an early retirement program for which 58 staff members are eligible. Budget reserves will fall from 4.5% to 3.5% next year. An organizational restructuring is one way the district hopes to deal with a reduced allocation of about $4.7 million in state funding. It includes plans for the chancellor to also fill the vacant position of president at Cuyamaca College. So far, the district has identified a savings of about $2.5 million. A proposed 10% pay cut, introduced in March, will most likely be reduced to about 4.5%, although the actual percentage is still subject to change. Including the restructuring proposal - expected to save $800,000 - are the elimination of positions that will not be funded during the 1993-94 academic year and the consolidation of different jobs. Some district functions will be relegated to the two colleges, while other duties handed by the colleges will become the responsibility of the district. (Daily Californian 5/1 and 5/5, press release 6/7, staff interview 5/19)

**Irvine Valley College** - The college has planned a summer session 2% larger that last year. An enrollment priority goes to continuing students, over students who claim a university as their college of record. The Saddleback CCD received 10,000 calls districtwide for summer registration. IVC has instituted a virtual hiring freeze, has offered an early retirement package and has made budget reductions in supplies and travel accounts. The forensics team may lose its advisor, who is retiring and might not be replaced. The summer theater program has been canceled. (Staff interview 5/17)

**Las Positas College** - Last year's summer session budget of $174,000 has been cut to $150,000 this year, with top priority for classes in technical/vocational fields, basic skills and those leading to university transfer. The position of a resigned chemistry instructor will not be filled. Although the college has begun a search for a new president, it is now operating with as many administrators as it had when it opened as an off-campus center in 1975. The college has successfully applied for $195,000 in grants for next year and is awaiting word on $1.7 million in other applications.

**Long Beach City College** - The college has canceled one of two summer sessions to save $750,000 in staff costs. Thirty-six faculty members took a golden handshake last December, 21 classified staff members were eligible for early retirement at the end of May, and another 15 faculty members may be offered a golden handshake next December. The potential is that nearly one-sixth of full-time staff could have accepted early retirement from 12/92-12/93. (Staff interview 5/17)

**Los Angeles Mission College** - Only 30 summer session courses will be offered and all are expected to be at capacity. (Los Angeles Daily News 5/12)

**Los Angeles Pierce College** - The college has dropped 130 classes from its fall semester, and as much as one-third of the curriculum could be cut next spring. By the fall of 1994, it is estimated the student population could fall by one-third to 13,000 students, and the faculty could be pared to a full-time staff of about 250. The college is

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considering a joint venture for an on-campus driving range to bring in more revenue. (Los Angeles Times 5/4)

**Los Medanos College** - The college president has proposed that two administrators lose management status and be transferred to other staff jobs and a third administrator be reassigned to the classroom. (Contra Costa Times 5/18, staff interview 5/27)

**Los Rios CCD** - An enrollment study found, between last spring and this spring, a 12% decline in overall enrollment among whites and a 10% drop among African Americans. The study also disclosed a sharp drop in enrollment for transfer goals. Districtwide, the district suffered an 8% decline in enrollment. (Placerville Times 5/10)

**Mendocino College** - Cuts in course offerings, a four-day work week during the summer and a shorter registration period will be implemented during the next academic year, when the college expects to cut $600,000 from the $8 million budget. Reductions will also be made in instructional and operating supplies. Staff cutbacks will be accomplished through attrition and a golden handshake program. (Ukiah Daily Journal 5/22)

**Merced College** - A survey of 650 students showed that 26% said they were unable to enroll in the number of classes they wanted this year. Of those, 67% said their decision was based on their inability to pay the fees or for books. Students were also asked if they could afford a fee increase to $25. About a quarter of the students said they didn't know and another 23% said they would not return under those circumstances. At the college, 37% of students who don't qualify for financial aid will if fees increase. (Merced Sun-Star 4/21)

**MiraCosta College** - The $29.4 million tentative budget allows the hiring of four instructors, but all new vacancies are undergoing a tight screening process. The district is also looking closely at class size and leaving open the option of canceling small classes. (Blade Citizen 5/20)

**Modesto Junior College** - Twenty early retirements include two management positions. The tasks of the assistant dean of college services and the dean of business division will be absorbed by other departments. The college will reduce its summer session by a third. (Modesto Bee 5/15)

**Monterey Peninsula College** - Fall enrollment is expected to drop by 30% because of fee increases and the closure of Fort Ord. About 15% of MPC's students are connected to Fort Ord in some way, with 1,300 employees, soldiers and their dependents served through the base educational center. The differential fee cut the number of degree-holders from 2,200 to 600 this spring. When employment vacancies arise, a review committee evaluates whether the position should be filled. (Staff interview)

**Mount San Antonio College** - A budget update projects that the college will end the 1992-93 academic year with a shortfall of $3.8 million, the first deficit spending in six years. Preliminary estimates for next year project the budget reserve will be cut by $7.7 million, "and will be gone the following year." Cost reduction measures include a 67% cut in conference and travel expenses, a reduction in library book funding and closing the Pomona Center. (District Board Report April 1993)

**Napa Valley College** - In its 50th year, the college's proposed budget is based on a 6% reduction, with no layoffs and cuts in equipment and supplies. The president predicts an 11% cut, as proposed by the governor, would mean staff layoffs. (Napa Valley Register 5/9, Valley Outlook 4/15)

**Moorpark College** - For the first time in the college's 25-year history, priority registration will be given to continuing students for the summer session. Last year, Moorpark offered more than 200 courses in the summer, but this year there will be only 170. The college expects high demand from summer classes because of an increased interest from students at other colleges and an awareness that fees may increase in the fall. More than 1,800 students signed up during the first three days of registration. The headcount cutoff is 4,500. (Los Angeles Daily News 4/30, staff interview 5/17)

**Orange Coast College** - A total of 5,863 students signed up for the summer session, a decline of 5.3% compared to a year ago. The decrease is attributed to the fact that, in a cost-cutting move, the college reduced class offerings by 16%. The college is offering 362 course sections. A total of 431 were available in 1992. The Planet Hollywood restaurant - owned by Arnold Schwarzenegger and Sylvester Stallone - has put an advertisement sign astop the college's new $33,000 baseball scoreboard that the actors helped purchase. (Orange County Register 5/15, press release 6/7)

**Oxnard College** - Recommendations for reorganization will be made by a campus committee. Up to $90,000 will be saved by elimination of the position of dean of vocational education. A program that offers noncredit courses to children and adults has been almost totally eliminated. (Oxnard Press-Courier 5/24)

**Palomar College** - The district could lose from $2.8 million to $4 million and is planning on a $2.3 million cut until it gets better budget figures from the state. There will be 70 fewer course offerings in the fall and, potentially, a reduction of 200 over the academic year. The cuts will save an estimated $230,000. The college is considering reducing the number of part-time employees and closing cashier and registration services earlier. For the last two years, Palomar employees have received no cost-of-living raises and the college is under a hiring freeze. (Blade Citizen 5/20)

**Pasadena City College** - Summer session classes were virtually full one month before the opening day of classes. A materials fee of $1 per unit, up to a maximum total payment of $10, will be levied on students. (Staff interview 5/14)

**Rancho Santiago College** - Six district groundskeepers will be replaced by a contract landscaping firm on July 1. Layoffs which were effective May 28 include 27 other classified staff members and three managers. More layoffs are expected. (Staff interview 5/19)

**Rio Hondo College** - The board of trustees approved a budget reduction of nearly $3 million. Cuts of more than $2 million will reduce teaching and counseling positions and class offerings in all departments. To avoid layoffs and firings, the district is offering early retirment incentives, hiring part-time instructors to fill full-time vacancies and counting on staff attrition. A new student materials fee is expected to raise up to $300,000 and will range from $1 to $12 per class. The college will offer a full summer session, 40 courses, and the public information staff reports an unprecedented number of inquiries from university students. The college, which has a 2% reserve, has prepared for budget cuts of up to 11%. Program review has already led to elimination of the welding program. Other programs may be reduced or eliminated next spring. (Whittier Daily News 5/14, San Gabriel Valley Daily Tribune 5/14, staff interview 5/17)

**Riverside Community College** - The number of employees opting for early retirment has fallen short of administrators' hopes. It has been hoped that incentives would be accepted by at least 12 members from both the full-time faculty and classified staff to reach a savings goal of $500,000 annually. Only seven faculty and nine classified staff had applied by the April 30 deadline, for a savings of $390,000. The college offered a basic benefit of 7% of a retiree's 1992-93 salary. (Press Enterprise 5/22)

**Saddleback College** - As part of an effort to deal with an estimated $2.8 million shortfall in the 1993-94 budget, the president has proposed eliminating the pay professors receive for working as coaches to student programs. This reassignment time includes the student newspaper, art gallery, forensics team and summer musical theater. In the case of the student newspaper, the adviser would be asked to teach two more classes per semester, rather than being paid to help students produce the Lariat, which requires about 20 hours of week in addition to class time. The college estimates it costs $9,000 to hire other instructors to teach the two classes per semester that are lost to advising the Lariat. Campuswide, it costs $238,000 to cover reassigned time. (Los Angeles Times 5/4, Saddleback Valley News 5/12, staff interview 5/17)

**San Bernardino CCD** - District cities voted 71% in approval of a June 8 public safety/education measure which would have installed a half-cent sales tax, but the rest of the county voted only 54% approval so the two-thirds vote necessary did not materialize. The measure would have provided funds for law enforcement, the courts and community college districts. The districts would have received 12% of the $60 million generated annually. (Staff interview 6/14)

**San Diego City College** - The college is offering a full summer session and has made only slight reductions in the course offerings for the fall semesters. (Staff interview 5/20)

**San Diego Miramar College** - Course offerings have been reduced by 4% for the fall semester, but have been increased for the summer session in response to the demand for English, math and social science courses by area university students. (Staff interview 5/26)

**City College of San Francisco** - The chancellor has proposed eliminating five to seven administrator positions out of 46 and requiring those who remain to share in 10-day mandatory furloughs with the classified staff. A reorganization of the college calls for the creation of six schools, administered from four different campuses. These economies add up to $1,270,000, but an estimated $19 million must be cut from the 1993-94 budget. A consultant report noted that the major savings must come from faculty and classified staff salaries, reducing the number of course offerings and increasing class size. (San Francisco Examiner 4/21)

**San Joaquin Delta College** - Recent budget-reduction measures by the board of trustees include discontinuing recruitment for three vacant positions, awarding "golden handshakes" to 16 employees, and combining the Family and Consumer Education and Health Sciences divisions. The board spend $1 million from its reserve fund and will spend another $3.5 million from that fund next year, leaving about $9 million. The board voted to reorangize the Technical Arts Public Safety Division and anticipates a savings of more than $83,000 by reclassifying the division chairperson, reassigning a clerk typist and eliminating the division secretary position. The trustees agreed to postpone consideration of reducing the Athletic Department budget until next spring. (Delta Staff Notes 5/10 and 5/24, staff interview 5/13)

**San Mateo County CCD** - About 150 course sections and $2 million will be cut from the instructional programs next fall at College of San Mateo, Skyline and Canada colleges. The district cut 150 course sections this year and also made reductions in administrative costs and positions, maintenance and operating expenses. The reductions are part of a plan to reduce expenditures by $3.44 million. Of that deficit, $1.44 million will be reduced from the chancellor's office, buildings and grounds and central service accounts. The colleges have made $2 million in cuts this year, 58% of the district's expected shortfall. The district has lost 4,500 students, which equates to more than 100 course sections. The three-year agreement with AFSCME includes no salary schedule increase, an increase in the cap on medical benefits from $370 to $390 a month, and a reduction in work of seven days on a one-time only basis in lieu of a salary increase. Twenty-eight faculty members accepted early retirement incentives. (San Mateo Times 5/15 and 5/27, District Board Summary 6/9)

**Santa Monica College** - The college cut its summer session by 20% and fall session by 3%. Eliminated, at least for a year, is the Study Abroad Program. Reductions have been made in conference, travel and supply budgets. It is estimated next year's budget will be 3% less than this year's $50 million fiscal plan. (Staff interview 5/21)

**College of the Sequoias** - The college will conduct a regular summer session and expects increased enrollment, but 88 course sections have been cut from fall schedule, a 6.5% decrease. Negotiations with faculty include a proposal to increase class sizes. Thirteen employees will receive golden handshake retirement benefits and most of those positions will not be filled. The college has combined coaching duties for some men's and women's teams. The athletic department recently held a fundraiser at $125 a plate. Some classified staff members have been polled to see how many would be interested in switching to 11-month contracts. Eighty-eight class sections have been cut, which equal 242 full-time equivalent students and 2200 class seats. Ten full-time faculty have taken golden handshakes, but only one position will be filled. An 11% budget reduction, as proposed by the governor, would be a loss of $2.2 million. (Staff interview 5/14, press release 5/25)

**Sierra College** - The board of trustees has adoped a 1993-94 budget which anticipates revenues of nearly $30 million and expenditures of just under $32.5 million. The deficit of $2.5 million will be eliminated before the final budget is adoped by late summer. A Chevrolet truck and a $5,000 travel award are the top prizes in a golf tournament to benefit the college football program and the foundation's scholarship program. (Grass Valley-Nevada City Union 5/13, Placer Herald 5/11)

**College of the Siskiyous** - The trustees have asked for preparation of two budgets, one with a 6% reduction of $343,000 and another reflecting the governor's proposed cuts of 11% at $700,000. The trustess have offered to give up their travel budget for one year and, if necessary, reduce or give up their stipend. Their travel for next year is budgeted at $5,250 and their stipend is $240 a month. Depending on the depth of state budget reductions, the college may consider a step and column pay freeze and/or salry rollbacks to 1990-91 levels. About 88% of the district budget is committed to salaries and benefits. (Siskiyou Daily News 5/6, staff interview 5/26, 6/3)

**Skyline College** - Budget reductions have been made in administrative and classified staff, a spending freeze is in place and 10% cuts are being made in selected budget categories. (District Board Summary 5/26)

**Solano College** - The summer session is operating with 75 fewer course sections than last year, with headcount down 8%, but WSCH up 3%. More than 1,600 students did not get their first choice of classes. All classes in business, math, science and physicial education are at capacity. (Staff interview 6/17)

**State Center CCD** - An 11% budget reduction, as proposed in the governor's budget, would mean a reduction in course offerings which equal 1,100 full-time equivalent students, a freeze on hiring full-time instructors, and a reduction in the general operating budget of $2.7 million. (Press release 5/25)

**Ventura College** - The athletic director is preparing a proposal to develop a profit-generating public golf driving range on the campus, which would be about 300 yards long and 200 yards wide and enclosed by 75-foot-high fences. The college estimates it could raise from $10,000 to $15,000 a year. The driving range would be adjacent to two softball diamonds on college property, developed by the city for $100,000. The college has cut 120 course sections. (Ventura Star Press 5/12, 5/13)

**Ventura County CCD** - Thirty employees accepted early retirment incentives, including 14 classified employees, 13 faculty members and three managers. The savings for each faulty member is estimated at $40,000 and the savings for each classified position will be up to $30,000. It is possible none of the positions will be immediately filled. (Oxnard Press-Courier 5/24, staff interview 6/3)

**Victor Valley College** - Under the governor's budget proposal, the college could have to cut $1.5 million of its $19 million budget. Proposals include a 60% cut in part-time hourly staff and reductions in travel and equipment accounts. Staff may be offered the option of voluntary furloughs. Certified administrators may volunteer to teach one class per semester without compensation. Summer session courses will be reduced by about 20%. (Staff interview 5/14)

**Yosemite CCD** - To deal with a budget shortfall of $1.95 million, the district canceled more than 100 spring courses; left positions unfilled; reduced expenditures for supplies, equipment and maintenance; and implemented voluntary reductions in workloads and voluntary unpaid leaves. The summer session at Columbia College has been canceled. The governor's proposed budget would mean cuts of $5 million. Thirty employees, out of 150 eligible, have accepted early retirement offers. Sixteen faculty, 11 classified staff and three administrators accepted the incentives. The district will save an estimated $600,000 by not filling the vacant positions. The district is planning 8%, or $3 million, in budget cuts which, so far, have not included layoffs. The summer session has been cut by a third. (Modesto Bee 5/15, 6/1)

# California State University System

### Freshman Applications Drop

CSU received 84,870 freshman applications for this fall, compared to 87,850 at this point last year. (San Diego Union Tribune 5/19)

**CSU Hayward** - A record student turnout at the 13,000-student college voted 524-459 against a proposed fee increased next year that would have benefited student activities and programs such as the newspaper and athletics. The "no" vote isn't the death penalty for athletics, which lost eight programs last year, but it does mean the eight remaining sports are somewhat underfunded. A "yes" vote would have permitted the hiring of assistant coaches for men's and women's basketball, women's soccer and women's softball, and allowed the upgrading the status of the softball coach to a minimum of half-time. Similar measures have passed at Chico State and San Francisco State, but failed at Cal State Bakersfield. (The Daily Review 5/28)

**Fresno State University** - The president estimates that next year's 7%, or $5.6 million, budget reduction will cost the college an estimated 1,600 students. (Fresno Bee 5/27)

# University of California System

### Regents Approve Early Retirement Plan

The Board of Regents has approved early retirement incentives for faculty and staff members in hopes of avoiding layoffs with an estimated $243 million budget shortfall next year. It is the third early retirement package offered employees in the past three years.

More than 4,000 faculty and staff members are expected to retire, saving the university payrolls about $220 million. About 11,000 employees are eligible for the voluntary separation under the plan's age and service incentives, wich will be offered to non-teaching staff members on Nov. 1 and faculty members on July 1, 1994.

During previous early retirement programs, about 5,600 people retired, totaling 38% of eligible employees. (Associated Press, San Jose Mercury News 6/19)

### Enrollment Goal Called Unrealistic

The nine-campus system, which serves some 160,000 students, may stray from a mission it adoped in 1960: to admit the top one-eighth of all graduating California seniors. President Jack Peltason said the university has lost nearly $1 billion in projected state funding since 1990 and that a 1988 plan to accommodate 63,000 additional students by the year 2005 is no longer realistic. He has recommended that planning for a tenth UC campus be suspended. (Associated Press 5/21)

### Freshman Minority Enrollment Falls

Enrollment has dropped among freshman African American, American Indians, Chicanos and Latinos, but members of these groups transferring to UC from community colleges is continuing to increase.

Officials link the decline to budget cuts that have hurt the Early Academic Outreach Program. During that period, the number of underrepresented students enrolling as freshman declined by more than 15% after increasing 160% over the prvious decade. Also during that period, minorities who transferred from community colleges increased almost 40%, while the overall number of transfer students increased 32%. (Sacramento Bee 5/21)

### Total Freshman Applications Drop

Freshman applications to the UC system are down from 47,320 in 1991 to 45,330 today due to a drop in out-of-state residents and foreign students. The number of resident applications is slightly higher than normal. (San Diego Union Tribune 5/19)

### Hotline for Whistle-Blowers

Three state senators are inviting potential whistle-blowers to dial a hotline to report, "scandal, conflict of interest or just plain wasteful spending" in the nine-campus system. An existing hot line which had been available to report government waste will now start accepting complaints about UC. The move came after it was revealed that a retiring UC administrator was granted a paid leave worth $204,000. Lawmakers had already been upset by a yearlong series of scandals, including a $1 million golden parachute for the retiring UC president. (Sacramento Bee 5/26)

**UC Berkeley** - Reductions to meet a $31 million budget cut include: dropping 335 course sections in the College of Letters and Science, affecting 9,000 students; eliminating discussion sections in molecular and cell biology; offering 25 fewer sections of freshman composition and 90 fewer sections of foreign language; and suspending admissions indefintely in the graduate program of the School of Library and Information Studies. The new cuts follow $45 million lost over the past two years that took a toll of 132 faculty positions. If the cuts reach 9%, that will mean losing 567 courses, affecting nearly 20,000 students. The chancellor has suggested that programs might have to be closed at one campus in the UC system and joined with similar programs elsewhere. (San Francisco Chronicle 5/17, Sacramento Union 5/25)

**UC Davis** - Students voted overwhelmingly on May 26 for a $34 per quarter fee that would raise $600,000 and maintain various student services, including a health center, and intercollegiate athletics. The distribution will send $15 of each $34 to the health center and about $13 to athletics. Eight to 10 athletic teams would have been eliminated if the measure did not pass. Of the 4,750 ballots cast, 66% were in favor. (Modesto Bee 5/27)

**UC Santa Cruz** - Students will see fewer course offerings, larger class sizes and more fees for services when the university loses $11 million, or about 10% of its state funding. The university plans 12 staff layoffs and the elimination of 74 vacant positions, 9.5 unfilled faculty positions and the equivalent of 21.5 full-time teaching assistant positions. A reduction of $617,400 in the Humanities Division will result in elimination of 46 courses as well as the fund for faculty research awards. About $1.4 million will be cut back from the Natural Sciences Division and $529,700 cut from the Arts Division. Administration took the biggest cut, a 19% reduction. (San Jose Mercury News 5/7)

**UC San Diego** - The university, facing a $21 million cut in state funding next year, will offer an early retirement incentive to eliminate 50 faculty positions and 22 full-time temporary faculty positions. The university may also suspend or eliminate the graduate school of architecture and 300 class sections with enrollments of eight students or less. (Daily Californian 5/4)

## Out-of-State Universities

**University of Arizona** - About 2,800 Californians have applied to the Arizona campus for this fall, compared to 2,000 freshman applications last year. (San Diego Union Tribune 5/19)

**University of Oregon** - The number of California freshmen is up 50%. (Los Angeles Times 5/31)

**Pacific University** - This institution west of Portland, Ore., reports a record 20% of those wanting to enroll this fall are Californians. (San Diego Union Tribune 5/19)

**Seattle University** - Freshman applications from California increased from 150 last year to 450 for this fall. (San Diego Union Tribune 5/19)

**Southern Methodist University** - Since opening a Fresno-based recruitment office two years ago, the 9,000-student SMU in Dallas has tripled its applications from California. (San Diego Union Tribune 5/19)

# Private Universities

### Enrollment Increases

Enrollment at many private colleges, which was on a decline or barely holding several years ago, has increased, according to the Association of Independent California Colleges and Universities. At the association's 31 member schools, enrollment has increased 3.6% since 1990, from 138,000 to 143,000 this year. (San Francisco Chronicle 5/24)

**Dominican College** - The college has increased its student population from 650 in 1989 to 975 this year. The president attributes the increase to the problems of state colleges and universities as well as improved marketing and an admissions process with plenty of personal contact. (San Francisco Chronicle 5/24)

**Mills College** - The college has frozen undergraduate tuition for two years. (San Francisco Chronicle 5/24)

# A Word About "How Colleges Are Coping"

*This is the eleventh in a series of reports which examines how California colleges and universities are coping with difficult economic times. It is based on news accounts and personal interviews, with sources noted at the end of each entry. The report is prepared by Kim Huggett, director of public information and marketing for the Chabot-Las Positas Community College District, who is currently on loan to the California Community Colleges Chancellor's Office in Sacramento. For more information, call or write:*

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## CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT
## BOARD OF TRUSTEES
MAY 11, 1993

## ALTERNATIVES TO BE EXPLORED

1. Hacienda Park - Nike Site, Las Positas College Building 1300
2. Fee Based Classes
3. Bookstore - Profits (450K)/Reserves ($2 Million) (Education Code 81676)
4. Lifted State Mandates (EOPS, Matriculation, DSPS, Etc.)
5. Charge Rent to Bookstore
6. If State set aside 75/25%
7. Program Reviews, includes all programs
8. Distant Learning
9. Parking Permits & Fines
10. Waiver of Parking Fees Use
11. Use of own people instead of hiring outside help - music, etc.
12. Las Positas College - excess land - lease/purchase/rent/sale
13. Joint Committee - RUMBL
14. Salary Roll Backs
15. Golden Handshake/Early Retirement
16. Revision of Governing Board Policies
17. Shorter Work Week - Voluntary and Un-voluntary
18. Comp Time vs Overtime
19. Health Plans
20. Performing Arts - Contracting out
21. Contracting Out Services
22. Donations from Foundation - Revenue Source
23. Flex Scheduling
24. Reorganization of Administration
25. Conversion to Semester Planning - Loss of Revenue
26. Volunteer Tutors - Retirees
27. Loss of Enrollment
28. Faculty Workload
29. Over CAP - Funding
30. District Match - Grants
31. Telephone Registration
32. Travel and Conference (currently budgeted) - cuts
33. "Whole" Reserves of the District - (All Reserves - What are they for?)
34. Facility Rentals - Promote
35. Reduce Consultants fees/other services
36. Reduce hourly time sheets
37. Hiring Freeze

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# How Colleges Are Coping

By Kim Huggett

Chabot-Las Positas Community College District

September 1993, Report No. 12

**Allan Hancock College** - The college eliminated the use of color photography in class schedules and catalogs and eliminated the reprographics manager position. Twenty-four positions will remain vacant and cuts have been made in student worker hours, supplies, classified and counseling hourly workers, library hours, the summer schedule and worker's compensation contributions. The Innovations Task Force made two dozen recommendations, including maintaining a hiring freeze to save $250,000, decreasing the budget reserve by 1% to free up $230,000, and reducing credit sections to save $200,000. About 50 staff members volunteered to register students for the summer and fall sessions. (Staff newsletter 6/15)

**Antelope Valley College** - The $21 million budget includes cuts in student assistants, supplies, consultants, contracts, books and programs. Vacancies will remain in seven instructor and two administrative positions. The college offered an early retirement package to classified employees and non-union staff members. The plan offers the option of taking $15,000 in cash or using that money to purchase a three-year insurance benefits package. Six faculty members applied for an early retirement package. That plan offers a number of options, including $26,000 in four installments over the next four years. (Antelope Valley Press 6/15, 6/17)

**Cabrillo College** - The college will offer 66 fewer class sections in 1993-94 and will leave 11 instructor and support positions unfilled. The $27.1 million budget is 5% less than the 1992-93 document. The college doubled its normal fall semester marketing efforts, including 30 ads in six area newspapers and radio commercials on English and Spanish stations. The campaign cost about $15,000. (Santa Cruz Sentinel 6/8, 7/16)

**Cerritos College** - The board approved across-the-board salary cuts of 1% for all full-time employees. The board also voted to increase the base workload for faculty to 33 from 30 units a year and to cap pay for summer and "overload" courses at $45 an hour. The measures are expected to result in savings of $900,000. New superintendent/president Fred Gaskin has proposed to distribute duties of departed supervisors among existing staff. His plan includes reducing the eight divisions to five by combining department head positions. The director of economic development has proposed to the board that the district develop unusued property and rearrange parts of the campus to take advantage of business ventures. The proposal includes developing a hotel and business complex, and building a combination medical center-disabled student service area-meeting complex. (Whittier Daily News 6/12, Board Report 6/3, Santa Fe Springs Post 7/8)

**Chabot College** - The college rearranged admissions and records operations to stay open later during the last week before classes. Class rosters were developed on the Saturday before the quarter began. The college lost about 3% in headcount. The library is now closed on Saturdays. (Staff interview 9/22)

**Chabot-Las Positas CCD** - The district lost 3% in headcount and 5% in class enrollments. The colleges had an estimated 1,000 fewer university degree-holders than last year's 1,600. The board of trustees eliminated 15 classified staff positions, for an annual savings of $385,000. By applying for current vacant positions, choosing reassignment or exercising bumping rights, all staff members who chose to remain with the district were accommodated. Departments will not be permitted to spend more than 60% of their supply and services budgets before January in order to create a reserve in case of a budget deficit. More than 125 staff volunteers worked at the district student recruitment booths at the Alameda County Fair and two other community festivals. A copy of the District Budget Study Group's cost-cutting and revenue producing proposals is attached to this report. (Staff interview 9/25)

**Cuesta College** - The $22 million budget reflects a $1 million decrease. The budget reduction plan includes offering unpaid leave to classified staff, continuing a hiring freeze, reducing class offerings and conference expenditures and reducing the athletic and drama programs. A surprise operating cost emerged when the water department announced an increase in the college rates by $29,000 a year, phased in over two years. (Atascadero News 6/9)

**DeAnza College** - The college plans to fill a position of outreach officer to identify potential recruitment sources, including high school career centers and local agencies. Anticipating a demand from university students for lower division courses, the college added 280 courses to the 741 summer classes planned. The college tried to make up for the enrollment lost when fee increases in January drove out more than half of students holding university degrees. (San Jose Mercury News 6/18, 9/12)

**Evergreen College** - Due to demand, the college stopped taking applications for the summer session earlier than ever, a full month before classes were scheduled to begin. (San Jose Mercury News 6/18)

**Fresno City College** - Evening summer courses were eliminated along with weekend classes in the fall and spring semesters. (The Fresno Bee 6/11)

**Foothill College** - Summer course headcount was 8,919, 200 fewer than a year ago. However, those students took 5,000 more hours of classes. (Santa Cruz Sentinel 8/16)

**Gavilan College** - The college expects to save $120,000 through a reorganization of 11 administrative positions. Newspaper advertisements about registration ran larger and more radio spots were purchased, but headcount was down about 10% (Hollister Free Lance 6/11, Community College League Enrollment Survey 9/3)

**Glendale Community College** - Faced with a $300,000 budget shortfall, the college will scale back its staff development program and other administrative areas to keep cuts away from the classroom. Other cuts have been made in conferences and travel. All college employees received a 3% raise this year, which cost $750,000. (News Press 8/6)

**Hartnell College** - Fall semester registrations were down 17% and the college increased its marketing efforts, with ads on television and radio stations. The college may eliminate classes and its training program at Soledad State Prison. The program costs $395,000, including $188,000 in state money and $207,000 in federal grants. (Monterey Herald 5/30, Santa Cruz Sentinel 8/16))

**Kern CCD** - A sponsorship program will help establish the Mammoth Lakes Foundation, with an aim to brining a college campus to Mammoth Lakes. A $250 donation will allow the donor to have their name on a brass plaque on a Mammoth Mountain Ski Resort gondola or on a plaque on a tee at Snowcreek Resort Golf Course. Recognition boards will be set up in local restaurants, listing $25 donors. (Review-Herald 7/29)

**Long Beach City College** - Mail-in registrations were down 21.5% because of uncertainty about fall semester fees, but it appears FTES will be only slightly reduced (Staff interview 9/2)

**Laney College** - Experimenting with a fall "Weekend Transfer College," Laney ended up with 400 applicants for 200 slots in the first six-week period. Taking courses Friday evenings and Saturdays, students can complete a three-unit course in six weeks. Fall semester headcount is down 1%. (Staff interview 9/22)

**Los Angeles CCD** - In a bid to save the district between $7 and $33 million, the chancellor recommended suspending all summer school courses and consolidating redundant programs among the nine campuses. Suggestions included imposing a hiring freeze, overhauling employee benefits, further cutting district office child development, libraries and counseling offices. He and the nine campus presidents recommended that savings realized from these proposals be spent, in order of priority, on adding classes, giving employees their first pay raises in more than three years, and undertaking long-delayed campus maintenance projects. (Los Angeles Daily News 6/10, Los Angeles Times 6/10)

**Los Angeles Mission College** - The number of new students fell by nearly a third, to 1,417, compared with last fall. The college did not cut course sections. Total enrollment fell 15%, to 5,365. (Los Angeles Times 8/25)

**Los Angeles Pierce College** - More than 130 classes were cut, and first-day enrollment ended up down 13% (15,716) from the previous fall. It is the third straight semester in which headcount has fallen. (Los Angeles Times 8/25)

**Los Angeles Valley College** - The fall semester opened with 11% fewer classes (174) than last fall and first-day enrollment was down 11%, to 15,736. (Los Angeles Times 8/25)

**Los Rios CCD** - Fall headcount is down about 3,000, a 7% decrease, but the total number of hours spent by students in class each week is up 2%. A conclusion: more students who are just entering higher education may be heading to community colleges, while older students looking for refresher or retraining courses are likely being turned away by fee hikes. (The Sacramento Bee 8/20)

**Mendocino College** - In order to meet a .5% cut in the budget ($600,000), the college offered early retirement, cut the operating budget, reorganized and didn't fill vacant positions. (Record Bee 7/17)

**Merced College** - Summer enrollment was up 50% over last year in response to a marketing campaign and higher demand. (Modesto Bee 6/23)

**Modesto Junior College** - Summer session course sections were reduced by 13%, but the number of students fell only 9%. Despite drawing 400 fewer students, general education courses were added for a summer student population of 3,726. Forty sections were closed before new students had a chance to register. MJC added 30 fall classes after the state budget was passed. Fall semester headcount dropped about 4%, with 14,350 students enrolled. The college is sponsoring legislation which would lift state-imposed deed restrictions on its West Campus to allow business ventures. The campus currently houses the farm laboratory. (Modesto Bee 6/23, 7/2, 7/31, 9/10)

**Moorpark College** - The college is offering about 1,200 fall classes, down approximately 60 from a year ago. Students still have 38 computer courses and 100 math courses to choose from. There are six courses on career development and more than 700 students are in a physical fitness lab. The college offered 4.5% fewer courses this fall, compared with last year. The college had 10,068 fall semester students, 7.8% fewer than last fall. All English courses are at capacity. Summer enrollment fell 17.5%. (Simi Valley Enterprise 7/23, Los Angeles Times 8/24, Los Angeles Daily News 6/26, 8/24)

**Mount San Antonio CCD** - The board has approved a restructuring plan which eliminates or reorganizes management positions into seven teams and an executive management team. The plan will result in an annual savings of $311,000 by cutting four positions. Some of the features include replacing the director of counseling and matriculation with an elected chair, eliminating the director of auxiliary services position, and replacing the director of printing with a non-management lead printer. (Board Briefs May 1993)

**Mt. San Jacinto College** - To balance the budget, the college will try and extend the operations of its own maintenance staff. College employees did most of the work on a new football stadium and they are also remodeling a building for office space. The college will not fill one full-time instruction position or the new post of campus security chief. The college adopted a four-day summer work week. (Riverside Press Enterprise 6/26, 8/20)

**Ohlone College** - Enrollment figures for the fall semester have dropped by more than 1,100 students when compared to last year's first-week totals. The drop follows a similar situation in the spring, when headcount dipped by 400 students. (The $20.2 million budget leaves seven vacant positions unfilled. It reduces funds for part-time instructors by $98,091, which is the equivalent of eliminating 58 courses over two semesters and eliminating positions for 23 hourly teachers. An alternate budget - with a 5% cut - anticipates $900,000 in reductions, including eliminating $250,000 worth of part-time instructors. (The Argus 6/22, 9/2)

**Orange Coast College** - Headcount dropped 7.2% this fall, including a 70% drop in the number of university degree holders (600, down from 2,000 last fall). (Staff interview 9/16)

**Oxnard College** - Enrollment at Oxnard College was about 4,800 before classes started on the first day of the fall semester, a reduction of 11% over last fall. The college did not reduce its number of course sections and planned to open new sections, if there was a demand. Summer enrollment fell 17%. (Los Angeles Daily News 6/26, 8/24)

**Pasadena City College** - Beginning with the summer session, PCC began telephone registration. Students who successfully complete the admissions process will be given permits to register by phone. They can pay with Visa or Mastercard. (June college newsletter)

**Peralta CCD** - Fall semester headcount is down 1% at Laney, 2% at Alameda, 13.5% at Merritt and 30% at Vista. Vista's average student holds a university degree. Enrollments are down 6.8% districtwide. (Staff interview 9/22)

**Porterville College** - The college experienced a 3% decrease in student population, to 3,197, yet had to turn 200 students away from university transfer courses which were at capacity. The college had hoped for more "reverse transfers" from the CSU's in Bakersfield and Turlock (Stanislaus). (Staff interview 9/22)

**College of the Redwoods** - The trustees adopted a $24.4 million budget which reflects $1.16 million in cuts. About 100 classes were cut from the 2,200 scheduled to be offered in the fall. Three instructors will not be replaced. About $100,000 was cut from department budgets, causing reductions in travel, supplies and office equipment. Four divisions will be combined into two. There will be no raises. The off-campus center in Redway will be closed. (The Times Standard 6/28)

**Riverside College** - College staff worked four, 10-hour days over the summer. The four-day work weeks were expected to save the college $30,000 in utility costs. (Riverside Press Enterprise 6/26)

**Saddleback CCD** - The board approved a budget of $62.5 million, down 2.2% from last year's $63.9 million budget. About 25%, $15.8 million, is allocated to Irvine Valley College, up from $14.6 million last year. Saddleback College will receive $37.9 million. Approximately $6.8 million is dedicated to districtwide services and costs. Most of the budget, 85%, will go to salaries and benefites, including the recently negotiated 6.1% salary increases, largely offset by savings from early retirement incentives. About 22,000 students at the two colleges used the new telephone registration system, with the average call taking 12 minutes. (Irvine World News 6/24, Los Angeles Times 8/24)

**San Bernardino CCD** - Measure U was 6% shy of the two-thirds margin needed for passage. The sales tax ballot issue would have generated about $7 million annually for the county's community colleges, targeting vocational programs. (Daily Bulletin 6/9)

**San Diego CCD** - The $214 million budget reinstated money for a multicultural center at Mesa College. Miramar and City colleges will get added funds for remodeling or construction. The budget includes $250,000 for a telephone registration system. Dropped were plans for administrators to teach some classes. The district's budget-setting process gave each campus more responsibility than ever in setting spending priorities, but the trustees insisted on a "demand driven" course schedule. (San Diego Union Tribune 8/28)

**San Francisco CCD** - Proposition A on the city ballot was passed with 74% of the vote and will provide a quarter-cent sales tax for the benefit of K-14 schools, meaning $6 million annually to the district. The district eliminated six administrative jobs and asked nine others to take on additional duties. The reorganization is a total cut of $500,000 for administrators' salaries and benefits. Faculty members in the AFT agreed to postpone July 1 salary increases until January 1994, saving the college about $1.2 million. City College has dropped its men's soccer team. (Potrero View, San Francisco Examiner 6/11, San Francisco Chronicle 8/3)

**San Joaquin Delta College** - Summer class schedules were mailed to 37,000 addresses, far fewer than the 188,000 sent out for the spring semester. The college expects to save about $300,000 by more selective mailing, principally to continuing students. The $51 million budget has a deficit of $3.5 million, which will be made up with a $1 million reduction in certificated hourly support and $1.5 million in other line item appropriations. About $1 million will come from reserves. (Delta Staff Notes 6/21)

**San Mateo County CCD** - The district lost 18% in headcount and lost a significant number of university degree-holders. Part of the decline is attributed to the district's early start, having classes begin in mid-August for the first time instead of September. The three colleges will cease mailing their class schedules to every district resident, ending a 20-year practice. It cost the district $130,000 to mail 268,000 schedules. Alternatives include charging $1 for the previously free schedule and making the book available at public places. The board approved a resolution eliminating or reducing classified positions for the 1993-94 academic year due to lack of work and lack of funds. Three full-time classified positions were eliminated and seven positions were reduced by varying degrees, ranging from .08 to .23 full-time equivalents. (Board Summary 6/23, San Francisco Chronicle 6/2, San Jose Mercury News 9/14)

**Santa Monica College** - The new faculty contract calls for a 2% pay raise, representing about a $600-a-year increase for full-time teachers, whose average annual pay is $55,000. There are 240 full-time and 500 part-time faculty members. Part-time instructors will be given one-year teaching contracts, to be passed beginning this fall. (Santa Monica Outlook 6/15)

**Sierra College** - Administrators have noted a decline of 1,200 students, 9% of last fall's headcount. (The Sacramento Bee 8/20)

**College of the Siskiyous** - The tentative budget calls for a 6% reduction, to $8.7 million. New materials fees for certain classes will range from $2 to $15. The district's response to the CSEA contract proposal included a proposal for employees to remain at the same step placement they were during the 1992-93 year. When step increases are again permitted, employees will be placed on the salary schedule where they would have been had they received their 1993-94 increase. (News release 8/14)

**Southwestern College** - Headcount is down 9%, this fall, which includes a loss of more than 500 bachelor's degree holders from fall, 1992. (Staff interview 9/2)

**State Center CCD** - The board accepted a $48.4 million budget, a $2.7 million (5%) reduction. The district eliminated 230 class sections, left 17 faculty and administrative positions vacant and has shifted some expenses, such as maintenance and supplies, to its lottery fund. The preliminary budget provided for a 2% salary increase for all district employees, about $1.3 million. An economic impact report released by the district shows it contributes more than $87 million to the region's economy (Fresno Bee 6/11, Reedly Exponent 7/1)

**Ventura College** - The college had 9,145 students registered by the first day of the fall semester, down 10.8% from 10,245 at the same time last year. The college is offering 1,334 class sections compared to 1,494 a year ago. Summer headcount fell 36%. (Daily News 6/26, Los Angeles Daily News 8/24)

**Ventura CCD** - Ventura College lost 10.7% of its classes in budget cuts and Moorpark is offering 4.5% fewer classes than last year. Oxnard received a 6% cut because district officials wanted to protect its growth. Of the three campuses, Oxnard was the only college that saw a rise in registration this fall. Summer enrollment fell 24% (Los Angeles Daily News 6/26, Los Angeles Times 8/24)

**Yosemite CCD** - The district anticipated a $3 million shortfall when it adopted a tentative budget. After the state budget was passed, the district's shortfall estimate was revised to about $1.5 million. Even so, about 50 maintenance projects at Modesto Junior College and Columbia College will remain on hold until the district decides if it can afford to have the work done. (Modesto Bee 7/2)

**Yuba College** - The trustees approved a budget nearly $3 million less than last year's. The college's 100-plus instructors agreed to forgo raises and take cheaper health insurance. The employee's union also agreed to freeze salaries of newer employees. Retirement incentives were offered to older staff members. (Marysville Appeal-Democrat 6/24)

**State Chancellor's Office** - With the departure of the vice chancellor for communications and public affairs, that department will be eliminated. Public information and media inquiries will be handled by other vice chancellors, the chancellor and program experts. (Staff interview 8/25)

## California State University

### State Budget means 10% Fee Hike

About $50 million restored in the state budget will keep the CSU fiscal plan at about its current $1.51 billion. Trustees had expected a fee increase of 37%, or $480, for next fall. Now, fees will go up 10%, or $132. Full-time students will pay $1,440 yearly, up from $1,308.

The state budget ends a plan adopted by the CSU trustees that would have doubled student fees over three years, resulting in students' paying one-third of the actual cost of instruction. (The Valley Times 7/2)

### Fewer White Freshmen Enroll

In four years, the number of white freshmen has been cut in half, with white high school graduates now the least likely of those in any ethnic group to attend CSU as freshmen. Across the 19-campus system, the number of white freshmen fell 49% between 1988 and 1992, from 13,735 to 7,064. The number of white high school graduates declined 18% during that period. White college freshmen are not increasing at UC, private or out-of-state universities or at community colleges. A study by the California Student Aid Commission gives some support to the theory that middle-class students are being priced out. Between 1985 and 1990., all three of the state's public college systems lost students whose parents earned between $36,000 and $48,000 a year. The increase at CSU was offset by an even larger growth among students whose parents earned less than $36,000. (San Jose Mercury News 8/23)

### CSU Enrollment is Falling

Over the past two years, enrollment has dropped by 22,000 students in the 20-campus system. Educators blame the decline on fewer course offerings and an early shut-off of admissions at some campuses in response to budget cuts. This fall, 347,000 students signed up for classes on CSU campuses, down from 369,000 two years ago, a 6.9% decrease. (San Francisco Chronicle 6/19)

### Freshmen Need an Average of Five Years to Graduate

First-time freshmen take an average of 5.2 years to earn a degree, according to statistics released for the first time under the new Student Right-to-Know Act. Fewer than half the freshmen who entered the system in 1984, 45.5%, graduated within six years. The rate rose to 55.8% after eight years.

The rates only monitor the progress of incoming freshmen and not transfer students or special admissions. Transfer students tend to graduate at higher rates than incoming freshmen. In order to graduate in four years, CSU students must attend every semester, earn an average of 31 to 35 units a year and carry class-study workloads of 47 to 53 hours a week. (The Modesto Bee 7/4)

### CSU Wants Fort Ord Site

Several members of the California congressional delegation have introduced legislation to turn 2,000 acres of Fort Ord in Monterey into a state university. State officials are asking the Defense Department to kick in $150 million to renovate the military buildings for educational use. The base closure was announced in 1991. (San Jose Mercury News 9/21)

### Trustees May Boost Salaries and Fees

The CSU trustees have adopted a framework for giving raises to college presidents and are considering a budget that could mean more student fee increses. The trustees passed a resolution that the system consider the median salary at comparable colleges when working out raises for presidents. Cal State presidents average $120,075 a year, compared with $145,000 at comparable institutions.

The trustees are expected to review the issue again in November, when they will also discuss fee increases of 10% to 20% over this year's $1,440 for undergraduates. (Associated Press, The Valley Times 9/14, San Francisco Chronicle 9/15)

### Audit Challenges Budget Controls

An internal audit said CSU officials failed to make written demands for $800,000 in refunds from contractors who missed deadlines on 20 major construction projects. Architectural firms apparently overcharged the 70-employee construction department for items ranging from car mileage to negotiated fees. The review took 4,000 hours to complete and examined selected projects from 188 to 1992. (Associated Press, Modesto Bee 9/15)

### How CSU Campuses Are Coping

**Chico** - Enrollment has shrunk by 8.8% since the fall of 1990. (San Francisco Chronicle 6/19)

**Northridge** - A fund-raising telethon is being planned for October to assure that classes won't be canceled at the Ventura campus of CSUN. The telethon, aimed at raising up to $100,000, will be aired from 6-9 p.m. Oct. 16 on KADY. The 20-year-old off-campus site has 1,300 students and has endured budget cuts of 17.5% over the last two years. It faces a shortfall of up to $100,000 in its $800,000 budget. (Simi Valley Enterprise 8/27)

**Sacramento** - The revised state budget will reduce an expected budget cut of $9 million by at least $2 million. However, the college is proceeding with a long-term plan to downsize the campus by eliminating and reducing academic programs. (Sacramento Bee 7/1)

**San Francisco** - Enrollment has dropped by nearly 10% since the fall of 1990, to 26,531 full-time and part-time students. The number of course offerings has dropped from about 8,110 in 1989 to 6,600 this fall. (San Francisco Chronicle 6/19)

**San Jose** - The university has lost more than 6,000 students in the last three years due to fee increases and course cuts. (Associated Students of SJS June "Urgent Message" report)

**Stanislaus** - The university's Tactical Innovations Committee has proposed reorganizing the college of arts, letters and science and the two professional schools. A preliminary report estimates savings at $347,548. Despite higher fees, headcount increased by more than 6% to more than 6,000. The university will be able to avoid staff cuts this year, even though it will receive $840,085 less from the state than it did last year. That's because the $35.5 million campus budget will benefit from availability of one-time lottery and budget carry-over savings. The university anticipates a shortfall next year of from $500,000 to $800,000. In the fall semester, the university estimates a modest enrollment increase of 100 full-time students and will offer up to 30 more class sections. The university will offer 27 upper division classes off-campus in Tracy through interactive television. (The Modesto Bee 9/1, 7/8, 9/12, 9/23)

# University of California

### State Budget Means 21% Fee Increase

Thanks to funds restored in the state budget, the student fee increase proposed at the university for 1993-94 will be reduced from 33% to 21%. The average fees for resident undergraduate students will go from $3,044 to $3,674 a year. The $38.5 billion state spending plan provides $1.794 billion to UC. The figure is $50 million more than initially proposed by the governor, but it is still $88 million less state funding than the university received last year. (Associated Press 7/2)

### System Loses Minority Students

The number of blacks enrolled as freshmen since 1981 has shrunk 29%, from 1,177 to 842 last fall. The number of freshmen Hispanics fell 11% from 1991 to the fall of last year. Administrators agree the financial uncertainty besetting California scares off some potential students, particularly minorities from poor families. At the same time, many out-of-state colleges, particularly historically black colleges, are aggressively recuiting in California.

Demographics also play a role. Since 1989, fewer blacks have graduated from state public high schools and only a fraction of those who did were eligible for admission to UC schools. While UC accepts 12.5% of California's high school graduates, only 5.1% of college-bound blacks are eligible to enroll. The Hispanic eligibility rate is 3.9%. (Associated Press, The Modesto Bee 9/22)

### UC Wants Fort Ord Site

Several members of California congressional delegation have introduced legislation to turn 1,000 acres of Fort Ord in Monterey into a branch campus of UC Santa Cruz. The base closure was announced in 1991. (San Jose Mercury News 9/21)

### Retirement Incentives Aimed at 4,000 Employees

More than 4,000 faculty and staff members are expected to retire through an incentive plan unanimously approved by the UC Board of Regents. It is the third early retirement package offered employees in the past three years. About 11,000 employees are elegible under the plan's age and service incentives, which will be offered to nonteaching staff members on Nov. 1 and faculty on July 1, 1994. During previous early retirement programs, about 5,600 people retired, totaling 38% of the eligible employees. (San Jose Mercury News 6/19)

### A Record Year for Gifts

A record $472 million in private gifts was received by the nine-campus system in 1992-93, 10% higher than the previous year. Campuses in Berkeley and San Francisco set fund-raising records for the year. However, the increase in gifts, which provide about 5% of UC's total funding, is insufficient to cover state budget cuts. Funding from the state for 1992-93 was $1.88 billion, 10.5% less than the previous year. The total was reduced to $1.79 billion this year. (The Modesto Bee 9/22)

### How UC Campuses are Coping

**Berkeley** - Tuition and fees this year are $3,612, but total student expenses (including books, room and board and related expenses) are now $12,477. (San Jose Mercury News 9/12)

**Davis** - Over three years, the English department has endured cutbacks of 30%, making it impossible to meet student demand for preparatory English, needed by one-third of entering freshmen. This fall, Sacramento City College instructors will teach the introductory English A on the UCD campus and nearly 1,000 qualified students will not have to be turned away from composition courses. (Davis Enterprise 8/5)

**Riverside** - After declining last year for the first time in a decade, fall semester enrollment of new freshmen and transfer students increased by 15% this year, to 1,940. About 90% of transfer applications come from community college students. A resumption in enrollment growth is key to UCR long-range development plans that call for it growing to 18,000 students by 2005. (Riverside Press Enterprise 6/10)

## Private Universities

**Mills College** - The college trustees voted to freeze tuition for two years. It will cost a student $20,000 for tuition, room and board to attend Mills this year. After the 1990 strike by students opposed to allowing male undergraduates, 46% of the alumnae have written checks of support, averaging $380. At 311, this fall's entering class is the largest ever. (New York Times 9/2)

**University of the Pacific** - Enrollments of new students at the 4,000-student UOP increased by 20% this year. Educators say the major incentive is a guarantee that students will graduate in four years if they meet all course requirements. (San Francisco Chronicle 6/19)

**University of San Francisco** - USF charges nearly $12,000 a year in tuition, but the number of new students has increased by 8% this year, attributed to to aggressive recruiting and budget problems at public universities. (San Francisco Chronicle 6/19)

**Santa Clara University** - Tuition and fees this year are $12,879. Including room and board, books and related costs, the expenses go to $21,276. Since 1977, the number of applications to SCU have nearly doubled, while the number of students who are admitted and choose to attend has not changed much. The freshman student population was 825 in 1977 and was 900 last fall. (San Jose Mercury News Magazine 9/12)

**Stanford University** - About 500 staff members have retired under an incentive plan started in the spring of 1992 and targeted at 1,200 eligible employees. The packages will cost the university $20 million in payments and benefits. The total nonfaculty workforce numbers about 9,500. Four years at Stanford now costs the average student about $100,000. About one-fifth of the undergraduates earn double majors or two degrees in four years, providing impetus to proposals for a three-year degree program. (San Jose Mercury News 6/24, 9/2, San Francisco Chronicle 9/23)

## Out-of-State Universities

### California Students Are Leaving

A study by the University of California officials found that the number of California freshmen enrolling in schools in neighboring states has increased by nearly 14% between 1990 and 1992. In 1990, public universities in Arizona, Colorado, Nevada, Oregon and Washington reported 2,525 Californians enrolling as freshmen. In 1992, those same universities reported 2,926 Californians enrolling as freshmen. (Los Angeles Daily News 9/8)

### Where They're Going

**University of Arizona** - Californians represented 11% of the freshman class two years ago and are now 20%. Fall enrollments of Californians jumped by about 200 to 750. (San Francisco Chronicle 8/3, The Modesto Bee 9/1)

**Arizona State University** - Freshman applications from California increased from 1,187 last year to 2,994 this year. (Mercury News 6/21)

**University of Colorado** - More than 89 Californians applied for admission five years ago vs. 2,583 this year. Californians will make up 12% of this year's freshman class. University officials were so eager to admit out-of-state students that last year, for the first time, the majority of freshmen came from out of state. That led to legislation limiting the number of out-of-state students to more more than 45% of the entering class. (San Francisco Chronicle 8/3, The Modesto Bee 9/1)

**University of Illinois** - California students are attracted to Illinois because freshmen have priority registration over other class levels. Out-of-state tuition is $8,000 per semester and about $4,200 for housing. (The Modesto Bee 9/1)

**University of Nevada** - It is difficult to determine how many of the university's students are originally from California because, after one year, California students may become Nevada residents, and reduce their fees from $6,000 a year to $1,600 a year. (San Francisco Chronicle 6/19)

**University of Nevada, Las Vegas** - The number of students who declared themselves California residents rose from 372 last year to 584 this year. (San Francisco Chronicle 6/19)

**University of Oregon** - Twenty-five percent of this year's freshman class (650 students) is from California, up from 8% in 1986. The university has stepped up recruiting efforts in California as a way to balance its budget. Oregon charges California students $9,300 in tuition and tells them they will have to come up with $14,747 each year in total expenses. UC tells in-state students they will need just over $12,000 each year, including $3,674 in annual fees. (San Francisco Chronicle 8/3, The Modesto Bee 9/1)

**Oregon State** - Freshman applications from California increased from 653 last year to 1,067 this year. (San Jose Mercury News 6/21)

# Innovation

### Business Course is on Track

Dean Junior College in Franklin, Mass., has begun teaching a business management course for a dozen commuters aboard the 7:45 a.m. train to Boston. The class, run jointly by the Massachusetts Bay Transportation Authority, is meant for businessmen and women who have no time for day or evening courses. The 55-minute course is scheduled to meet three times a week until Dec. 13. Students do their homework on the ride home. A midterm workshop and final exams will be held at the Dean campus. (Associated Press, The Contra Costa Times 9/21)

### Commission on Innovation Press Conference Will Be Beamed Nationwide

A press conference will be held on Oct. 27 in the state capitol building in Sacramento, California, to announce the results of a two-year study by the Commission on Innovation, a task force of state leaders which was formed by the Board of Governors of the California Community Colleges.

The event will feature State Chancellor David Mertes, Commission Chairman Michael Peevey and Board of Governors President Robert Rivinius. It will be held in the capitol press room and will be sent nationwide through a satellite hookup. The commission has focused its energies on how California's 107 community colleges can most effectively serve the state's society and economy through the turn of the century. Information on this event will be sent to colleges and the media in October. Additional information can be obtained by calling the Chancellor's Office at (916) 445-7412.

# A Word About 'How Colleges Are Coping'

*This is the twelfth in a series of reports which examines how California colleges and universities are coping with difficult economic times. It is based on news accounts and personal interviews, with sources noted at the end of each entry. The report is prepared by Kim Huggett, director of public information and marketing for the Chabot-Las Positas Community College District. For further information, call or write:*

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# Chabot Las Positas Community College District
## District Budget Study Group
## Cost Cutting and Revenue Producing Proposals

### Cost Cutting Proposals:

Labor Contract Issues:

1. Cut hours or days worked by employees
    a. 32 Hour work week for volunteers.
    b. Give classified staff the option of a 11 or 10 month year.
    c. Reduce the faculty year from 178 days to 175.
    d. Have all employees take a 2% work furlough.
2. Award comp-time instead of overtime.
3. Contract out custodial and security functions to private agencies.
4. Employee Health Benefits.
    a. Eliminate vision insurance.
    b. Change Kaiser Health to include purchase of glasses and withdraw Kaiser members from Vision Insurance.
    c. Have faculty employees under Rumbl pay into the Rumbl account the same percentage as employees under Medicare pay. District matches as it does with Medicare employees.
    d. Change Health insurance to require employees to pay for dependent care.
    e. Evaluate new STRS retirement provisions for possible savings.
    f. Board members could give up their stipends and lifetime medical benefits.
    g. Have all employees change their health plans to the cheapest plan for 1 year.
5. Freeze all classified and Administration positions for the end of 92/93 and all of 93/94.
6. Cut back on reassigned time and compensation.
7. Retirement Benefits:
    a. Golden Handshake
    b. Limiting Retiree Health Benefits.
    c. Cut retirement benefits and give something else in return.
8. Faculty Load:
    a. Teach some classes in the Auditorium as large lecture courses.
    b. Combine single lecture sections into double lecture sections with individual lab or discussion meetings.
    c. Devise incentive program which would encourage instructors to take extra students with either extra money or grading help.
    d. Lower load for experimental classes.
    e. Re-schedule counselors to be more available during peak periods to save on part-time hourly.
    f. Part-time hourly pay should be based on load credit hours instead of one standard rate.
    g. Start a volunteer teacher corp.
9. Create employee incentive plan which pays employees who devise a cost cutting procedure.

District-Wide Proposals:

1. Allow fees produced by a college to remain with the college.
2. Explore the possibility of providing child care for a fee.
3. Eliminate the policy which gives students extensions of time on paying fees.
4. Hold an auction of surplus equipment.
5. Delay semester conversion if there are still upfront costs which could be avoided.
6. Administration:
    a. Cut layers of administration.
    b. Have Administrators teach a course each quarter.
    c. Discuss joint administrative operations with other districts.
    d. Re-assign administrators to the classroom and with the savings hire administrative assistants to do the work.
    e. Re-allocate staff using PBF standards.
7. Re-allocate Staff development moneys to the colleges and to departments within the college by formula. Eliminate staff development positions.
8. Energy Conservation:
    a. Require division secretary or Chair to turn out the office lights at 5pm.
    b. Have maintenance or security turn off all building lights after classes at night.
    c. Review energy conservation efforts.
9. Re-evaluate location of District Office
    a. Close Hacienda Site and return to Chabot.
    b. Put portables on vacant land at LPC.
10. Evaluate Student Fees:
    a. Don't mail student grades or have students paid a mailing fee.
    b. Charge students a health services fee for psychological counseling currently done by counseling for free.
    c. Charge students for materials and breakage.
    d. Eliminate the policy which gives students extensions of time on paying fees.
    e. Charge duplication fees in classes where instructors copy materials for students.
11. Have a volunteer clean-up day yearly.
12. Increase volunteer tutor program.
13. Eliminate all non-job required conferences district-wide.
14. Suspend all subscriptions and dues to organizations which are not a requirement to conduct district business.
15. Lobby State legislature to suspend re-employment requirements of AB 1725.
16. Discontinue use of consultants and attorneys except where there are no alternatives.
17. Cut programs furthest removed from the education of students.
18. Investigate new (cheaper) vendor sources for district purchase needs.
19. Sell or lease district lands. Donate land if there are possible tax advantages.
20. Investigate splitting the district into two separate districts.
21. Discontinue plans for any projects that will increase the cost of running either college.
22. Examine vocational programs to determine whether jobs are currently available to our graduates.
23. Expand Telecourses offered and eliminate other courses since telecourses are more cost effective.

24. Review costs and benefits of Co-Curricular and Extra-Curricular Programs.
25. Require a one time zero based budget process.
26. Decrease or eliminate evening, Saturday and summer programs.
27. Educate Faculty about cost effects of faculty initiated drops.
28. Review the use of maintenance contracts versus staff repair.
29. Reduce use of substitutes.

College only Proposals:

1. Abolish Community Services Performing Arts program and re-direct staff to other needs.
2. Community service fees courses should be administered through the Humanities program.

**Revenue Generating Proposals:**

1. Develop audit registration procedures after minimum FTES enrollment.
2. Institute Student Supply/Materials fee. Check on all fees which could be assessed.
3. Increase required basic skill courses.
4. Start more fund raising programs and profit making enterprises.
5. Aggressively go after VATEA grants.
6. Increase efforts to attract non resident tuition students.
7. Increase efforts to attract students with BA's.
8. Charge a Health Services fee for psychological services currently provided.
9. Charge for college library card.
10. Offer use of facilities to Hayward Adult Leagues for a fee.
11. Develop non-credit videotape certificate programs.
12. Review rental fee structure for all buildings.
13. Determine feasibility of charging breakage fees.
14. Start a scrip money program.
15. Redirect Bookstore profits currently being saved for new bookstore building projects to other uses.
16. Identify capital projects which when completed would decrease costs and pay for them with COPS.
17. Do market research to assist in developing fee-based courses.
18. Maximizing State/Federal Revenues.
19. Increase efforts in fund-raising particularly with alumni/ae.
20. Set up auditing classes procedure with fees.

# How Colleges Are Coping

By Kim Huggett

Chabot-Las Positas Community College District

November, 1993, Report No. 13

**Allan Hancock College** - Cafeteria and bookstore personnel are refining their operations in light of suggestions made by the Innovations Task Force to investigate contracting out these services. The bookstore manager has invited the national Association of College Stores to assess the operation and seek efficiencies. The task force is an ad hoc group that will probably become a subcommittee of the Planning Committee or the Restructuring Team. The Restructuring Team is a shared governance group which will be guided, in part, by elements of the book, "Reengineering the Corporation," by Champy and Hammer. (Superintendent's newsletter 10/27)

**Antelope Valley College** - The college hired a consultant two years ago to find a donor for a second college site and he located the founder of Bushnell Binoculars, who is willing to donate 100 acres in the foothills south of Palmdale. The trustees have agreed to seek state approval for the site, which needs $3.1 million in utility and storm drain work. David Bushnell owns 600 acres in the vicinity and plans to develop the rest into low-density residential housing. The 125-acre Lancaster campus has about 11,000 students, with a capacity of 20,000, and the second campus would accommodate about 10,000 students. The consultant has identified donated sites for 16 community colleges. (Los Angeles Daily News 9/29)

**Butte College** - New legislation permits beer sales during games at the college's athletic complex. The college will not be involved in the beer sales, which will be initiated if the community can arrange to bring a Class A California league baseball team to Chico. The president believes a professional baseball team will increase interest in the college and could be a source of leaseing income.The ball field would need to be renovated to meet Class A requirements at an estimated cost of $1.7 million. The renovation would have to be covered by local entrepreneurs because county voters overwhelmingly defeated a taxpayer-subsidized stadium plan last November. (Chico Enterprise-Record 8/21)

**Cabrillo College** - The college is conducting a survey of marketing and public information departments at all California Community Colleges as part evaluating its own promotion and recruitment efforts. (Survey letter 10/28) Fall semester headcount fell 11%. (Register-Pajaronian 9/8) The trustees approved a $30 million budget in which 87% goes for salaries and benefits. The budget funds two new positions in the financial aid office, but leaves vacant 12 positions, six of them instructional. Next year, officials anticipate the college operating expenses could be $1.1 million more than its revenues. The president has proposed eliminating 22 full-time positions to help balance next year's budget. (Santa Cruz Sentinel 9/14)

**Cerritos College** - The board canceled a proposed pay cut for classified employees, gave themselves a raise (from $300 to $400 a month) and left intact a 1% pay decrease for teachers as part of the $44.7 million budget. The budget is $1.2 million in the red, but the deficit will be made up from reserve funds, leaving $1.3 million there. The remaining reserves amount to 3% of the district budget. (Downey Herald American 9/9)

**Coast CCD** - First-day headcount was 6.6% less than the last fall semester. The district sent a direct-mail piece to residents announcing the dates for nine-week courses at its three colleges for courses including accounting, computer applications, English, political science, Spanish, sociology and speech. The board approved a budget of $132.7 million, up more than $4 million from last year. The district will receive $3.9 million, or 3% of the total budget, in federal funds. Another $41 million - 31% of the total - comes from state revenue, and $77.6 million, or 58%, is from local revenue sources. Last year's budget was $128.3 million, with 2.3% in federal funding, 46% in state funds and 44% from local revenue. (Orange County Register 9/16, staff interview 9/14, Los Angeles Times 9/14)

**Citrus College** - The college cut 125 course sections in the fall semester to try and bring its enrollment closer to the funding cap of 7,500 FTES. The college was 1,500 over cap last year, forcing it $4 million over its funding level. Classified staff was cut and no raises given. (Los Angeles Times 10/24)

**Columbia College** - The college has named its new athletic field after the parents of the the man who donated the money to complete the facility. A $25,000 gift from a local resident allowed the field to be completed. (Modesto Bee 10/11)

**Cosumnes River College** - "With scarce resources and little or no uncommitted faculty time, it may be up to technology to fill the gap," according to the Cosumnes newsletter, which announced that the college will receive a Title III grant of $350,000 for each of the next five years. One element calls for instructors to create individualized instruction or supplements to their classroom lectures or labs and make them available for students to continue study beyond the classroom. (CRC Progress, September issue)

**Cuesta College** - The board of trustees approved a $23.6 million budget, about $1 million less than the operating budget of 1991-92. More than 100 course sections were cut and an off-campus center closed. Funding was eliminated for the men's and women's tennis and golf programs and funding for drama was cut in half. The instructional materials and supplies budgets have been cut 20%. (Five Cities Times Press Recorder 9/17). An old freezer used to store specimens in the biological sciences department is "on its last legs" and cannot be replaced because the college has not received instructional equipment funds for three years. The college foundation tracks the urgent equipment needs of college departments and is trying to find a donor for the $900 item. The foundation is also seeking donations of $1,500 microscopes and computers. (Atascadero News 8/25)

**Cypress College** - The chancellor, who has been serving as the college president for two years, has proposed that the college hire a president/chief instructional officer and eliminate two vice-president positions. The new president/CIO would have as his staff the faculty senate president and the chairman of the curriculum committee, who would be given 100% release time to help manage the college. If the proposal is accepted by the board of trustees, advertising for the CEO/CIO position could begin in February. The North Orange County CCD has made $10 million in budget cuts over the past three years. (Staff interview 11/4)

**DeAnza College** - Budget reductions of $2.75 million caused the elimination of full-time instructors in geology and nursing as well as the college's vice president for administrative services. The college, with an enrollment of 16,300, also lost 33 members of its classified staff. The college is now interviewing candidates for a new public information/promotions position. The DeAnza student activities fund will benefit from a winter equipment sale to be held in the Campus Center. (Cupertino Courier 9/15, San Jose Mercury News 9/14, 11/11)

**College of the Desert** - The Golf Institute on campus has a driving range and putting green maintained by students in the college golf course and turf grass management programs. Proceeds from public use is put back into supporting the programs. (The CCLC News 9/93)

**Diablo Valley College** - Headcount fell about 10% this fall, making DVC the hardest-hit of the three Contra Costa CCD schools. The college is the largest of the three, enrolling 60% of the district total. The chancellor said the differential fee on four-year degree holders has cost the colleges about 50% of students in that category. While registration is below projections this semester, the chancellor expects to enroll the full number of students for which the state will reimburse. (West County Times 9/2)

**East Los Angeles College** - The college cut 108 fall semester courses after the district, last year, was forced to divert about $5 million to provide classes and services when East LA was 4,000 students over its cap. A biology student was 41st on the waiting list for one of his classes. (Los Angeles Times 10/24)

**Foothill College** - The college lost its vice president of student services, an instructor in foreign language and one in music, two custodians and two gardners to $1.8 million in budget reductions. The college, with an estimated 9,800 students, also lost 26 classified staff positions. (San Jose Mercury News 9/14)

**Foothill-DeAnza CCD** - A $101.8 million budget that includes about $5.5 million in cuts and eliminates more than 70 positions through layoffs and attrition was passed by the board of trustees. District officials initially set $6 million as their goal for reductions, before the state budget was developed. In April, the Chancellor's Council, an advisory group that represents professors, classified personnel and other constituencies in the district, agreed to $5.5 million in cuts, most of which would be in personnel. In hopes of preventing the effects of the cuts from spilling over into the classroom, more than 80% of the reductions were in non-faculty positions. Use of lab equipment may go unsupervised and clericial and maintenance work may be left undone. (San Jose Mercury News 9/14, Cupertino Courier 9/15)

**Gavilan College** - The college contracted with a private company to renovate its 37-acre nine-hole golf course a year ago - at no cost to the district - and now receives income based on the revenue generated from fees. The college has created a foundation to explore options for the future use of the 37 acres. The foundation will study proposals for establishing a Pacific Rim conference or cultural center. (The CCLC News 9/93)

**Kern CCD** - The board approved a budget of $52,999,627 and gave approval to annex several school districts from Tulare, San Bernardino, Mono and Inyo counties. (Bakersfield Californian 9/3)

**Long Beach City College** - The college has realized a savings of $110,000 annually by discontinuing mailing class schedules and selling them for $1 apiece, $4 by mail. Eighteen 7-11 stores now sell the class schedule, which is delivered by the bookstore and college warehouse vans. The 7-11's make 50 cents a copy. The new superintendemt/president has proposed a staff reorganization study. (staff interview 11/5, CCPRO News, October issue)

**Los Angeles CCD** - The board adopted a $378.1 million budget, diverting $5 million in reserve funds to classroom instruction at the district's nine colleges. The trustees distributed $5 million from the district's $6.4 million reserve fund to the colleges in an effort to offer a more complete schedule of courses for the spring semester. The trustees directed a budget committee to come up with ways to cut $1.2 million from the district office budget and $1.5 million in districtwide costs, including legal expenses and publications. The cuts would replenish the reserve fund to $4.1 million. The district last year was $370.5 million. The state slightly increased its allocation to the district this year by nearly $8 million. (Los Angeles Daily News 9/2)

**MiraCosta College** - The number of students with university degrees dropped 66% this fall, from 876 to 295. The spring semester decrease in degree-holders hit 50%. Overall opening day headcount dropped 9.8%. (Blade Citizen 8/25)

**Modesto Junior College** - Contract education is being utilized more than ever by local business. Tri-Valley Growers has brought in MJC instructors to teach Spanish to supervisors who want to communicate with their non-English-speaking employees. The Campbell Soup plant offered a writing skils course for mid-level managers. Proctor and Gamble brought in a MJC instructor to lead computer training. (Modesto Bee 10/25)

**Monterey Peninsula College** - The college anticipated a 30% decline in FTES from fall '92 to fall '93, half the decline as the result of differential fees and half due to the closure of Fort Ord. The college previously offered 50 courses to 1,300 students on the military base, staged in eight-week cycles six times a year. College planning for the base closure resulted in: bargaining that resulted in retirement incentives and changes to the employee health plan, position review, program review, expenditure freezes, schedule review, expanded recruitment, an energy-savings program and protective legislation. Each of the processes resulted in expenditure reductions and the college continues to be involved in the planning for re-use of Fort Ord. (Staff letter 10/8) The board of trustees has approved travel plans for two staff members to Europe, Asia and Latin America to recruit international students. (Monterey Herald 9/1)

**Moorpark College** - The college will restore about 30 classes eliminated in last spring's budget cuts and add 20 new ones as part of an enrollment-generating marketing plan.

The district marketing campaign will carry the slogan, "Design your future, don't just dream about it," and it will appear on bumper stickers, buttons and in newspaper and radio advertisements. (Los Angeles Times 10/8)

**Mt. San Antonio College** - The college cut more than 700 classes over the past two years, but a resurgence in continuing students caused Mt. SAC to add 100 course sections this semester. (Los Angeles Times 10/24)

**Napa Valley College** - Headcount was down 10%, compared with a year ago, and college officials attributed it to a combination of limited course offerings, higher fees and a student population that is in worse financial shape due to the state economy. Enrollment in evening credit courses was down 18% and headcount in daytime credit classes decreased 6.5%. The first day of fall instruction in 1991 at NVC saw an 8% increase in credit enrollment. (Napa Valley Register 8/17, Times-Herald 9/7)

**North Orange County CCD** - First-day headcount was 6.2% lower than in the previous fall semester. (Orange County Register 9/16)

**Ohlone College** - The college is planning to spend up to $75,000 to build a marquee or electronic billboard at a campus entrance. It hopes to pay for the structure through donations and contributions from the college bookstore and flea market. (San Jose Mercury News 9/30)

**Orange Coast College** - Every event channeled through the $2 million community services program at the college means that staff members have to cover the costs, from salaries for instructors and custodians to money to cover expenses for using their own buildings. Fund-raising includes a weekly swap meet, which draws up to 1,200 patrons each weekend. Between, 50,000 and 70,000 are enrolled in non-credit community service courses. (Community College Week 9/27)

**Palomar College** - First-day headcount for the fall semester showed a 5% decrease, with a 12% dip in evening enrollment. Last spring, the college recorded an 8% increase in headcount. (Blade Citizen 8/25)

**Pasadena City College** - The college lost 6% of headcount this fall, including a high number of lower middle-income students. The Community Skills Center, which offers basic skills and ESL, is at capacity with 5,000 students. The college will add 40 sections of university transfer courses in the spring semester. (Staff interview 9/30) The college was 10% over cap in 1991-92, but trimmed that margin to 3% over cap by 1992-93. Twenty-seven courses were cut this semester. (Los Angeles Times 10/24)

**Peralta CCD** - The four colleges will go to telephone registration beginning with the summer and fall semesters of 1994. The initial outlay is $65,000, with a major savings expected in the cost of hourly staff for the admissions and records offices. Easier registration is also expected to create marketing opportunities. The system will be initiated this spring at the College of Alameda. (Staff interview 10/6)

**Rancho Santiago College** - First-day headcount showed a decline of 17.1% over the previous fall semester. Although the college's funding has remained about the same, increasing utility costs and a staff salary increase led to course cuts despite growing demand. The college will probably add courses in the spring semester in high-demand areas such as English, science and math. Course section cuts in the fine and performing arts will not be restored. (Orange County Register 9/16)

**Riverside CCD** - Trustees adopted a budget calling for $42.4 million in expenditures, against projected revenues of $41.8 million. State general apportionment funding as a share of the district revenues has declined from 52.7% of the budget in 1990-91 to 13.4% in the current year. General state income in this year's budget shrank by about $11.5 million - to $5.6 million - from the 1992-93 fiscal year. The budget includes 2% salary increases for most college employees and cuts the total number of class sections by about 200. Besides enrollment fees increases, parking fees at RCC have nearly tripled, with the basic fee going from $15 to $40 per semester for students, faculty and classified staff. The fee increase is intended to eliminate the need for the general fund subsidy which the parking fund has received in recent years, and to help pay for new parking lots at the Moreno Valley and Norco campuses. The higher fees are expected to

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increase parking fee revenues annually by about $800,000. (Riverside Press Enterprise 9/8)

**Saddleback College** - The college has spent about $35,000 looking for a new president and may spend another $20,000 before the search is over. Recruitment expenses have included travel, advertising, mass mailings and brochure printings. The college spent $8,159 to send recruiters to conferences in Hawaii, New Orleans, and Miami. It spent $23,644 on advertisements in national publications. The college expects to spend up to $20,000 more when a group of four or five administrators and faculty members travels to interview the finalists. Search expenses have been high because the initial campaign didn't yield enough candidates or produce candidates from diverse ethnic and educational backgrounds. The college received 30 applications in the initial recruiting process and 15 more after a second round of ads. (Orange County Register 7/29)

**Saddleback CCD** - First-day headcount dropped 10.5%. The college has taken 16 acres of property on its Mission Viejo campus and turned it into a 90-station golf driving range. Half is used for classes and half is open to the public. After three years of planning, the range opened this year and is run by a professional golf management firm. The company receives a flat fee plus a percentage if the course revenue exceeds its estblished quota. The college expects to pay off the $4 million, 15-year note with user fees. The loan was also used to build a new classroom, parking, lighting and faculty offices. (Orange County Register 9/16, The CCLC News 9/93)

**San Diego Area Community Colleges** - The colleges are joining forces in a marketing campaign with the message that community colleges are the "best buy" in higher education. The colleges have each contributed money to the campaign, which includes ads in the San Diego Union Tribune and on four radio stations. Buttons with the "best buy" message will be purchased and distributed to staff and students. Individual colleges will reinforce the message in fliers, brochures, their spring schedules and their own advertising. Participating colleges are MiraCosta, Palomar, Miramar, Mesa, San Diego City, Southwestern, Grossmont and Cuyamaca. By pooling funds, the colleges are able to advertise in media they could not otherwise afford. (CCPRO News, October issue)

**San Joaquin Delta College** - This year, the college expects to double the number of students who earn credits through contract classes, from about 850 to 1,700. Last year, the Department of Corrections sent more than 300 employees through Delta's training center in Galt. The Delta College contract education administrator estimates that large districts with several people working in this area, "can bring in $6 million to $7 million." Statewide, more than 9,000 companies have enlisted several hundred thousand employees in community college training programs in the last two years. Pacific Bell has 1,700 employees in such programs statewide. (The Modesto Bee 10/25)

**San Mateo County CCD** - The CSEA's initial contract proposal includes a call for a 5% salary increase, increases in longevity awards, an increase in the medical benefit cap to $450, the addition of orthodontia and vision care, and released time for classified employees to attend CSEA meetings. (October Board Summary)

**Santa Barbara City College** - To make up a $400,000 revenue shortfall in its $37.8 million budget, the college cut course sections, stopped home delivery of class schedules, reduced program development money and cut back on summer session courses. (Santa Barbara News Press 8/24)

**Santa Monica College** - Headcount fell by about 4% in the fall semester, compared with the previous year. The college is preparing a series of "image" marketing pieces and advertisements for distribution to the community. The college will continue its aggressive recruitment of F-1 visa international students. The college had 2,118 international students last spring, including 586 from Japan, 339 from South Korea, 230 from Indonesia, 206 from Hong Kong 114 from Taiwan and 74 from Sweden. (Staff interview 9/29, SMC International Student Enrollment Report, Spring 1993)

**Sierra College** - New superintendent/president Kevin Ramirez said the college's future will be closely linked with high-tech education and its increasing role in the economy of South Placer County. He pointed to a $1 million grant from IBM two years ago when the college opened its Center for Applied Technology, designed to help small businesses use computers. He said training programs are so succesful that "we have a problem of making sure that students don't take jobs before they finish." About 15% of Sierra's classes are related to computers or related technology. (The Sacramento Bee 9/21)

**College of the Siskiyous** - The college reinstated 52 of the 88 courses cut because of the projected state budget. The courses included those in computers, nutrition, music, building trades, automotive, history and sociology. (The CCLC News 9/93)

**State Center CCD** - An additional 60 course sections were inserted to help students who were shut out earlier in the fall semester because of closed classes. The colleges added English, math and science.(The CCLC News 9/93) A Madera couple has agreed to donate land for a third campus. (San Francisco Chronicle 10/11)

**Ventura County CCD** - The teachers' union and the administration will take contract negotiations to an arbitrator. The teachers want a cost-of-living salary increase plus a raise of 3% each year for the next three years. They also want a benefit package for part-time instructors and a salary, rather than hourly pay. The district has cut its budget for three consecutive years. (Los Angeles Times 10/10). Headcount at Moorpark, Oxnard and Ventura colleges is down by an average of 12.6% compared with last fall. A Ventura college administrator believes the enrollment pattern will show that higher fees are forcing out the poorest groups in society. (Los Angeles Times 9/14)

**Victor Valley College** - The district is studying the idea of developing a research park for high-tech companies and a second business complex for local firms on part of its 280 acres. The park would be developed by, and leased to, a private company that would then pay the district a percentage of the rent it collects from high-tech companies. An effort would be made to link the firms to training programs for college students. The second complex would be developed by the college, using its construction management program as the contractor. The college would then lease office and business space to local firms. (The CCLC News 9/93)

**West Valley-Mission CCD** - The board voted down a motion to eliminate trustee health benefits, which cost the district $14,000 a year, but agreed to study the issue further. Only three of the nine trustees currently take advantage of the health benefits, which also extend to families. (Saratoga News 9/15)

**Yosemite CCD** - The district will place a priority on ethnic minorities when it goes out to hire more instructors next year. At least 15 new full-time faculty members will be needed to meet staffing levels required under law.Those positions remained vacant after the district offered early retirement incentives to employees last spring. Overall, ethnic minorities make up 7.5% - or 13 of 173 - of Modesto Junior College's faculty. Minorities make up one-third of the MJC student population. (The Modesto Bee 10/5)

**Yuba College** - Headcount dropped from 9,700 in the last fall semester to 8,000 this year. The vice president for student services said the college was actually down about 20% by comparison with last fall, but enrollment was artifically high then because of an increase in the number of classes. The average age of a Yuba student is 30 and most take between six and 10 units. (Appeal-Democrat 9/7)

# California State University

## Enrollment Drops 6.5%

Enrollment at the California State University's 20 campuses has plunged by 23,000 students this fall, the largest one-year decline in history. Enrollment fell 6.5% from a year ago. Declines were reported at 17 of the campuses, with the biggest losses at San Jose State, San Diego State and Long Beach State. Almost 327,000 enrolled this fall, compared with 370,000 in the fall of 1990, a decline of 11.6%. Since the fall of 1990, CSU enrollment has declined by 43,000, enough to fill two campuses.

## Governor Proposes Graduation Guarantees

Governor Pete Wilson suggested on Oct. 13 that state universities guarantee students a free fifth year if they don't graduate in four years. Students who graduate in three years could get some of their fees back, he said during the first joint session of the CSU and UC governing boards in more than 30 years. Wilson's ideas were among several suggested by speakers to reduce the rising costs of state college education and revitalize California's economy with skilled workers. (The Contra Costa Times 10/14)

## Trustees Request Fee Increases

The CSU trustees approved a 1994-95 budget request calling for a $342, or 24%, fee hike for undergraduates and a slightly larger increase for graduate students. The new fee for full-time students would be $1,782 a year. It is the first step in a three-year strategy to make students pay a third of what it costs to educate them, or about $2,900 a year. The budget request calls for a 14% increase in spending, which would fund 10,000 additional full-time students and allow salary increases of 8% for faculty and 5% for non-teaching staff. Student fees have jumped by 85% on CSU campuses since 1990-91 and enrollment has fallen by 40,000 since 1991. (The Sacramento Bee 10/13, San Jose Mercury News 10/14)

## It's Taking Longer to Graduate

In 1991, the latest year for which statistics are available, the typical CSU students took 5.3 years to graduate. But officials cannot say how much of that is attributable to canceled courses and how much to the need for part-time jobs. (The New York Times, The Valley Times 10/6)

## How CSU's are Coping

**Fresno** - Football fans bought $2 million worth of tickets in 1991-92. (Modesto Bee 10/26)

**Fullerton** - Headcount is down 11% over the previous fall quarter. Last season's three home football games drew 8,214 fans, generating only $24,683 in revenue. The faculty senate voted by a 2-to-1 ratio to oppose the flow of state funds to athletics, which have totaled $10.5 million over the past four years. (Orange County Register 9/16, Modesto Bee 10/26)

**Hayward** - Classes opened with an estimated 11,090 students, 846 fewer than last fall. The decline represents the biggest enrollment drop since the campus opened in 1957. The university has opened an information office at the Oakland City Center to give Oakland residents, "a head start" on enrolling. 13% of Hayward's students are from Oakland. (Daily Review 9/14, news release 9/24)

**Sacramento** - The athletics budget, to accommodate a move into the higher provfile NCAA Division 1-AA, had doubled in the past seven years. The cost of fielding and educating a CSUS student-athlete - about $14,000 - is more than double the average cost of educating a student. The football program runs an estimated $200,000 deficit. Football ticket revenues run up to $250,000. (The Modesto Bee 10/26)

**San Jose** - At the School of Art and Design, budget cuts have forced the reduction of the faculty by 25% and the dropping of 40 course sections. However, enrollment has dropped less than 10%, from 1,500 to 1,400. The university spends about $2 million a year to keep afloat its athletics program and the faculty senate has demanded an end to state-subsidized sports. (The New York Times, The Valley Times 10/6, Modesto Bee 10/26)

**Sonoma** - The athletic department will use $800,000 in state funds and $150,000 in student fees to sustain its eight-sport program, which boils down to about $3,000 per participating student-athlete. (Modesto Bee 10/26)

**Stanislaus** - The departure of the executive vice president to a campus in Wisconsin could mark the beginning of administrative changes at the Turlock campus. The college president said the position will not immediately be filled while the university is evaluating positions in an effort to cut costs and streamline operations. The executive VP was in charge of the budget, computing, finance, operations, public safety, the foundation, university advancement, public affairs and fund-raising. (Modesto Bee 10/18) The college is exploring creation of an "information highway" that would plug into schools, homes and workplaces on a 60-mile stretch between Merced and Stockton. The university could reach anyone with access to a television. (Modesto Bee 10/29)

## University of California

### UC Fees to Keep Going Up

Students can expect annual fee increases of the same amount they saw this year - about $600 to $650 - for the next several years, according to UC's proposed 1994-95 budget. While officials believe UC will receive small increases in state funding in the next few years, the increases are not likely to provide what the nine-campus system needs to maintain current programs. To bridge the gap, the university is planning cuts to campus and president's office budgets to $53 million next year, on top of $380 million in previous cuts.

Student fees have increased 128% over the last four years at UC, covering about one-fourth of the shortfall in state funding. About a third of the money raised by fee hikes is set aside for financial aid. This year's total fee average for undergraduates - $3,727 - is still $400 less than average fees at four public universities that UC uses for comparison. (McClatchy News Service/Modesto Bee 10/7)

### Study Says Chancellors Underpaid

UC chancellors earned significantly less than their counterparts at comparable institutions nationwide, and the gap is growing quickly, the UC Board of Regents was told at its meeting in September. A study conducted by the Towers Perrin consulting firm found that the average total compensation for the nien UC chancellors - $188,767 - is rougly 14% below the $215,765 average at 26 public and private universitites of UC's caliber. The average, however, is still above the $144,102 average for the nine public institutions in the group of 26 comparison universities. (The Modesto Bee 9/24)

### Hot-Line Complaints

Four months after a state Senate telephone hot line began logging calls about wasteful spending at UC, officials are turning in their first batch of responses to state officials. The state Commission on Cost Control has collected more than 900 calls about the university, but only about half have contained suggestions or complaints worth looking into, according to the commission director.

UC officials have received transcripts of 324 calls and have sent responses to 94 to the commission and to the California Postsecondary Education Commission. About 8% dealt with faculty teaching workloads, 4% related to executive compensation and 4% addressed ethnic studies programs. (San Jose Mercury News 10/1)

### UC, Student Leaders Study Collection of Activity Fees

UC and student associations are wrestling over how to collect student activity fees in the wake of a court decisions barring UC from forcing students to give money to campus groups they disagree with. Administrators are considering two options, both of which would use voluntary fee systems to allow students to avoid supporting political groups. The student association proposed that students pay the entire fee, which ranges from $15 to $25 a quarter, then get refunds for the political groups to which they object. UC officials have rejected that proposal. (McClatchy News Service 10/6)

### How They're Coping

**Berkeley** - As its cash crisis deepens, the independent, student-run newspaper faces an involuntary financial reorganization that might include its filing for bankruptcy protection. Recommendations for the future are expected to include some sort of compulsory supervision of the paper's financial affairs. The paper has launched an appeal to alumni to contribute to a permanent endowment for the paper. (The Valley Herald 9/30) The chancellor has been weaning Cal's athletics program from university fiscal support while constructing a larger fundraising machine in the department. In 1990-91, nearly $2.5 million in student registration fees went to athletics. In the current 1993-94 year, the figure dropped to $2 million. (Modesto Bee/McClatchy News Service 10/27) A 20% budget cut may force the university library ito shut down some of its 21 branches. The Berkeley library has 7.8 million volumes. (San Francisco Chronicle 9/17)

**Davis** - Administrators this year decided to stop the flow of taxpayer money to athletics, a cut of $1.3 million that will be phased in through 1996. Davis will rely solely on tuition from students and additional fees students assessed themselves. (Modesto Bee 10/26) Four men's varsity sports (swimming, water polo, golf and wrestling) and junior varsity football should be eliminated or changed to club sports next fall, according to a recommendation by the athletic director. (The Sacramento Union 10/22)

**Irvine** - Headcount is down 2.5% over the previous fall quarter. (Orange County Register 9/16)

**Lawrence Livermore National Laboratory** (administered by UC) - Nearly 10% of full-time employees, 742 in all, qualified to retire Oct. 29, bringing the lab payroll to its lowest level in more than a decade. Lab officials had said that if 700 employees retired, layoffs could be avoided this fiscal year. An organization of employees about to take early retirement from LLNL and two other labs has raised over $15,000 from more than 300 contributors to fund a clas-saction lawsuit against UC, claiming it is unfair that they don't get the same retirement benefits as other UC retirees. (The Valley Herald 10/8, 10/27)

**Santa Cruz** - There is a controversy over the installation of inch-thick bulletproof glass at a cost of $30,000 in the office of the chancellor In May, the university cut $11 million from its budget by cutting classes, curtailing research and laying off 12 staff members. The chancellor has assigned a team of UC fiscal experts to overhaul procedures in the student services office, where auditors concluded that an administrative assistant embezzled $433,000 over a four-year period. (San Jose Mercury News 10/19, 10/26)

## Private Universities

**University of the Pacific** - Pacific has enrolled 4,106 students this year a 3% increase from last year and the highest enrollment since 1981. Another 571 graduate students have also enrolled at the Stockton campus, the highest number in UOP history. The university has begun its biggest fund-raising effort ever, a $70 million endowment drive. The university's Division 1 football program has contributed to $4.5 million in athletic department cost overruns in the last 12 years. The published football deficit was $700,000 in 1991. In 1992, athletic deficits were among several reasons (including an overall $5.6 million budget deficit) UOP almost lost its accreditation. The trustees have renewed their commitment to football, while caping the cost of athletics at no more than 3.5% of the campus budget. Pacific spends $1.7 million to subsidize sports, about 2.8% of the campus budget. (The Modesto Bee 9/30, 10/26, 11/8)

**Stanford** - The university has changed guidelines for the faculty incentive fund - which gives deans $35,000 or more to add to their budgets when they hire a minority instructor. The fund now primarily rewards the hiring of those born in this country. The idea is mostly intended to help job candidates who belong to four groups: blacks, American Indians, Chicano/Mexican-Americans and Puerto Ricans. It is also deisnged to give minority students teachers with whom they can better relate. Opponents warn that the policy might put pressure on deans to reject otherwise-qualified candidates just because they are foreign born. (San Jose Mercury News 10/24) Donations to Stanford athletics, a self-sufficient department - have totaled more than $26 million in the past two years. That's enough to pay a year's tuition, room and board for 1,040 Stanford students. The football team will earn $6 million in profits this season. There is a $51 million endowment just for Stanford athletics. Annual revenue from the Stanford Golf Course is $2.5 million. The entire university raises more than $1 million in donations every workday, a pace matched only by Harvard. (Modesto Bee/McClatchy News Service 10/27)

## Out-of-State Colleges

**University of Nevada** - The number of California students rose 18% this year, following a 53% jump in 1992. The college policy is to try and maintain the number of residetns vs. nonresidents at an 80/20 ratio. (The Valley Times/Associated Press 10/15)

## Noteable:

### Californians Are Pessimistic About the Future

After three years of cuts to the state's higher education system, two out of three Californians think it has grown more difficult to get a college education and three out of four believe things will only get worse, according to a poll conducted for the San Jose-based California Higher Education Policy Center. While California residents are still more likely than other Americans to say college is accessible, the survey suggests Californians are more pessimistic about the future of higher education. (San Jose Mercury News 9/29)

### Rate of Fee Increases Slows

College and university tuition increases nationwide for the current academic year ranged from 6% to 10%, lower than fee hikes in recent years, states a study released by the College Board. Survey data show tuition increases of $576 (6%) to $11,025 at four-year private institutions, and $193 (8%) to $2,527 at four-year public colleges. However, between the 1991-92 and 1992-93 school years, tuition increased by 7% at four-year private schools and 10% at public institutions. This is the third consecutive year that rates of tuition increases have fallen or stayed the same. Tuition rose by $421 (7%) to $6,175 at two-year private schools in the fall of 1993, while two-year public colleges experienced the highest rate of increase this year, 10%, or $113 to $1,229. (Higher Education and National Affairs 10/4)

## A Word About 'How Colleges Are Coping'

*This is the 13th in a series of reports which examines how California colleges and universities are coping with difficult economic times. It is based on news accounts, correspondence, and interviews, with sources noted at the end of each entry. The report is prepared by Kim Huggett, director of public information and marketing for the Chabot-Las Positas Community College District. For further information, call or write:*

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